Chapter 4

Course Descriptions

Course Descriptions

Certification Courses

The Defense Acquisition University (DAU) has designated certain courses as mandatory for certification in various career fields within each Component's Acquisition, Technology, and Logistics (AT&L) workforce at Levels I, II, or III. The primary authority for these courses is the Defense Acquisition Workforce Improvement Act, implemented by Department of Defense Directive (DoDD) 5000.52 and DoD 5000.52-M. Appendix B of this Catalog lists detailed requirements for certification in all career fields. The Directors, Acquisition Career Management (DACMs) for the Services and for DoD agencies manage attendance at these courses. Normally, the DACMs give priority to AT&L workforce members who are pursuing certification in an acquisition career field. It is also recommended that students meet appropriate certification-level requirements. For example, attendance at a Level III course presumes the student meets all requirements for, and is certified at, Level II in that career field.

Assignment-specific Courses

Assignment-specific courses are required to qualify for specific assignments or billets rather than for certification in a career field. Appendix C of this Catalog contains further details on assignment-specific courses. The Service or Agency DACM can confirm whether the applicant's position justifies this type of training. DAU, working through the Service or Agency, will fund TDY expenses if the Service or Agency DACM validates the requirement for assignment-specific course attendance.

Other courses included in this chapter are designed to enhance the job skills of DoD AT&L workforce members and to keep them current with the very latest legislation, policies, and procedures necessary to successfully perform their duties. These courses may also be used to meet the continuous learning requirements established for DoD AT&L workforce members.

This chapter provides a description of all mandatory, desired, assignment-specific, and continuing education courses. The description for each course includes the training objectives and prerequisites, recommended experience/education levels for students, course length, method of delivery, and an explanation of who should attend. For updates to these course descriptions during the training year, consult the online Catalog at http://www.dau.mil/catalog.

Some Acronyms Used in This Chapter

ACAT – Acquisition Category
AT&L – Acquisition, Technology, and Logistics
BCEFM – Business, Cost Estimating, and Financial Management
COTS – Commercial Off-the-Shelf
DACMs – Directors, Acquisition Career Management
DAR – Defense Acquisition Regulation
DAWIA – Defense Acquisition Workforce Improvement Act
DCAA – Defense Contract Audit Agency
DCAI – Defense Contract Audit Institute
DoD – Department of Defense
DODIG – DoD Inspector General
DWCF – Defense Working Capital Fund
EVM – Earned Value Management
G&A – General and Administrative
GAO – General Accounting Office
IBR – Integrated Baseline Review
ICAF – Industrial College of the Armed Forces
IS/IT – Information Systems/Information Technology
IEEE/EIA – Institute of Electrical and Electronics Engineers/Electronic Industries Alliance
OFPP – Office of Federal Procurement Policy
OSCR – Operations and Support Cost Reduction
PPBE – Planning, Programming, Budgeting and Execution (DoD)
PDS – Personnel Data System
R&D – Research and Development
RFP – Request for Proposal
RTOC – Reduction in Total Ownership Cost
SBA – Small Business Administration
SES – Senior Executive Service

ACQ 101

Fundamentals of Systems Acquisition Management

This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the requirements generation and resource allocation processes, the DoD 5000 Series documents governing the defense acquisition process, and current issues in system acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, ACQ 101 has proven very useful to personnel in headquarters, program management, and functional or support offices.

Objectives: Students who successfully complete this course will be able to recognize:

- the fundamental precepts and bases of defense systems acquisition management;
- the diverse, interrelated, and changing nature in the different disciplines of defense systems acquisition management; and
- the regulations and governing structures of defense systems acquisition management.

Who Should Attend: This course is designed for military officers, O-1 through O-3, and DoD civilians, GS-5 through GS-9. However, the course is open to all ranks and grades.

Prerequisite: None

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: BU5

ACQ 201A

Intermediate Systems Acquisition, Part A

Intermediate Systems Acquisition, Part A, uses computer-based training to prepare mid-level acquisition professionals to work in integrated product teams by understanding systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Objectives: Students who successfully complete this course will:

- enhance their knowledge of the business, technical, and managerial aspects of acquisition;
- understand and appreciate the critical role that each functional discipline plays in the acquisition process; and
- using computer-based training, theoretically participate in simulated integrated product teams to develop plans and resolve problems.

Who Should Attend: ACQ 201A is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in acquisition. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite: ACQ 101

Note: For contracting personnel, the prerequisites are ACQ 101 (within 1 year of assignment to a major defense acquisition program) or Contracting Level II certification. ACQ 201A is assignment-specific for contracting personnel. It is required at Level III for all contracting personnel assigned to a major program or for those who devote at least 50 percent of their time to a major acquisition program.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: JHJ

ACQ 201B

Intermediate Systems Acquisition, Part B

Intermediate Systems Acquisition, Part B, prepares mid-level acquisition professionals to work effectively in integrated product teams by understanding systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Objectives: Students who successfully complete this course will:

- enhance and apply their knowledge of the business, technical, and managerial aspects of acquisition;
- understand and appreciate the critical role that each functional discipline plays in the acquisition process; and
- effectively participate in integrated product teams and apply knowledge gained in ACQ 201A to develop plans and resolve problems.

Who Should Attend: ACQ 201B is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in acquisition. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite: ACQ 201A

Note: For contracting personnel, the prerequisites are ACQ 101 (within one year of assignment to a major defense acquisition program) or Contracting Level II certification. ACQ 201A is required at Level III for all contracting personnel assigned to a major program or for those who devote at least 50 percent of their time to a major acquisition program. It is assignment-specific for all other contracting personnel.

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: JHK

ACQ 401

Senior Acquisition Course

A preeminent course for members of the Acquisition Corps, ACQ 401 is designed to prepare selected military officers and civilians for senior leadership and staff positions throughout the acquisition community.

Objectives: Students who successfully complete this course are awarded a Master's of Science Degree in National Resource Strategy.

The Senior Acquisition Course consists of the entire 10-month Industrial College of the Armed Forces (ICAF) curriculum. The curriculum is enhanced for designated acquisition students through four major elements:

- the core curriculum,
- mandatory acquisition policy advanced studies,
- advanced studies electives, and
- research.

Who Should Attend: Students are selected by their respective Services or agencies. Military officers are selected as part of the Senior Service School Selection Process and designated by the Directors, Acquisition Career Management.

Prerequisite: None

Length: 10 months

Method of Delivery: Resident

PDS Code: ABW

ACQ 402

Executive Management Course

The Executive Management Course is for individuals who are not graduates of PMT 301; PMT 302; or PMT 352, Parts A and B. This 3-week course serves senior managers who interface with, or otherwise need to understand, the defense systems acquisition process. Participants explore better ways to support, guide, and oversee acquisition programs through case studies and examples, faculty discussion, and guest speakers from the DoD community and the defense industry.

Objectives: Students who successfully complete this course will be able to:

- recognize what issues are important in defense systems acquisition at the executive level, and
- understand why these particular issues are important from a macro-perspective.

Who Should Attend: This course is open to military officers and civilians, O-6/GM-15, who are working in positions requiring an understanding and working knowledge of DoD systems acquisition. Additionally, participants of equivalent rank, from defense industry, other Federal agencies, and allied nations, are admitted on a space-available basis.

Prerequisite: None

Length: 15 class days

Method of Delivery: Resident

PDS Code: AD2

ACQ 403

Defense Acquisition Executive Overview Workshop

This innovative course provides general/flag officers and Senior Executive Service (SES) civilians with an executive-level understanding of the defense systems acquisition process. The workshop curriculum is 100 percent tailored to the specific needs of the participant, conducted "on demand," and delivered in a one-on-one desk-side forum.

Objectives: General/flag officers and SES civilians who successfully complete this course will:

- augment their knowledge of specific aspects of defense systems acquisition in a one-on-one forum,
- gain an appreciation of the entire spectrum of the defense acquisition process or a limited number of specific areas within the process, and
- experience "just-in-time" learning and apply this tailored learning directly to real-time issues.

Who Should Attend: This workshop is available to all DoD general/flag officers, political appointees, congressional staffers, and SES civilian employees. Membership in an Acquisition Corps career program is not required.

Prerequisite: None

Length: Variable, depending upon the number of topics to be addressed; typically one-half to 2 days

Method of Delivery: Resident

PDS Code: ADU

ACQ 404

Systems Acquisition Management Course for General/Flag Officers

This 1-week course for general/flag officers and SES civilians focuses on understanding the perspectives of key government and defense industry decision makers. The course includes discussions of topics affecting the defense systems acquisition environment. Participants who are not graduates of PMT 301; PMT 302; PMT 352, Parts A and B; or PMT 401 will develop an executive-level understanding of defense systems acquisition management.

Objectives: Students who successfully complete this course will:

- gain an executive-level understanding of defense systems acquisition in terms of what is important and why it is important;
- understand recent legislation and executive actions affecting acquisition;
- refresh their knowledge of current DoD acquisition policy and procedural initiatives;
- appreciate the perspectives of the Congress, defense industry, and executives of the Office of the Secretary of Defense; and
- apply lessons learned and hot topics to their current acquisition programs.

Who Should Attend: This course is for general/flag officers and SES civilians who are working in positions requiring an understanding of DoD systems acquisition. Also, participants of equivalent rank from defense industry, other Federal agencies, and allied nations are admitted on a space-available basis.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: ADM

ACQ 405

Executive Refresher Course

The Executive Refresher Course provides an acquisition policy, process, and lessons-learned update. The class members examine their role as acquisition leaders in a changing environment. Guest speakers lead discussions on contemporary management and leadership topics, such as reform initiatives, partnering with industry, contracting tools, resource allocations, downsizing, earned value oversight, performance-based logistics, and supply chain management.

Objectives: Students who successfully complete this course will be able to:

- understand acquisition management policies, processes, regulations, and statutes; and
- develop a leadership role in a changing acquisition management environment.

Who Should Attend: This course is open to members of all career fields who are graduates of PMT 301, PMT 302, or PMT 352B; in addition, these graduates must have (or have been selected for) the rank/grade of O-6 or GS-15 or the industry equivalent thereof. Applicants who are not graduates of PMT 302 or PMT 352B but meet the rank/grade requirement should attend ACQ 402.

Prerequisite: PMT 352B

Length: 10 class days

Method of Delivery: Resident

PDS Code: BB8

AUD 1130
Technical Indoctrination

Technical Indoctrination provides the newly hired auditor with the basic concepts, techniques, and procedures of contract auditing; DCAA's organization structure; and audit guidance processes.

Objectives: Students who successfully complete this course will be able to:

- list the elements of a contract's life cycle and the general types of negotiated contracts;
- contrast principal objectives of government contract cost accounting and financial cost accounting;
- explain the history of FAR, Part 31, and discuss allocability, allowability, reasonableness, and selected cost principles;
- describe the background, purpose, and fundamental requirement of each Cost Accounting Standard;
- identify direct costs, indirect costs, and G&A expenses;
- identify costs allocated to final cost objectives from intermediate cost allocation pools;
- calculate questioned overhead and G&A rates as a result of pool and/or base adjustments;
- describe the importance and major considerations of risk assessment;
- create working papers using the Audit Planning and Performance System (APPS);
- write a structured note for an audit report; and
- calculate questioned costs in a proposal audit.

Who Should Attend: New contract auditing personnel should attend within 4 to 6 weeks after reporting for duty.

Prerequisites: AUD 1113*, Orientation to DCAA (SS); AUD 1114*, Orientation to Federal Procurement Regulations (SS); AUD 1115*, Orientation to Contract Auditing Procedures (SS); and AUD 1116*, Orientation to DCAA Audits (SS)

Length: 10 class days

Method of Delivery: Resident

PDS Code: PC6

*For course description, contact DCAI at (901) 325-6383.

AUD 1320
Intermediate Contract Auditing

Intermediate Contract Auditing provides the staff auditor with information needed to adequately plan and conduct audits. Class discussions, practical exercises, and group case studies are used to highlight problem areas and evaluate alternative courses of action.

Objectives: Students who successfully complete this course will be able to:

- discuss internal control components;
- utilize the Internal Control Review (ICR) system and Internal Control Audit Planning Summary (ICAPS) to assess audit risk;
- list DCAA's direct audit activity codes;
- discuss forward pricing rates and complete case studies;
- discuss integrated product teams;
- explain why auditors need to attend negotiations;
- list negotiation techniques and concepts;
- list requirements of Form 2000, identify common fraud indicators, and state auditor responsibility to detect fraud;
- discuss the purpose and requirements of the Cost Accounting Standards and complete case studies; and
- discuss audit leads and observations.

Who Should Attend: Auditors with less than 3 years of contract audit experience should attend. This class is 1 of 3 that may be taken by Level I personnel working toward Level II certification.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: JR7

AUD 4120

Statistical Sampling

Statistical Sampling concentrates on the knowledge and skills necessary to perform statistical sampling in the contract audit environment.

Objectives: Students who successfully complete this course will be able to:

- discuss statistical sampling basic concepts,
- explain the criteria for a valid statistical sample,
- differentiate between variable and attribute sampling,
- discuss the difference between dollar unit and physical unit sampling,
- determine the proper sample selection method and stratification method to use on an audit,
- select a statistical sample using the E-Z-Quant programs, and
- evaluate the results of a statistical sample using the E-Z-Quant programs.

Who Should Attend: This class is 1 of 3 that may be taken by Level I personnel working toward Level II certification. All auditors are eligible.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: QP0

AUD 4230

Graphic, Computational, and Improvement Curve Analysis Techniques

This course provides students the skills necessary to perform a regression analysis and a simple improvement curve in the contract audit environment. The course stresses graphic presentation of trend and improvement curve data, identification of possible irregularities in the contractor's history, and the reporting of audit findings.

Objectives: Students who successfully complete this course will be able to:

- identify audit situations for regression analysis or improvement curves,
- properly utilize the correct E-Z-Quant program for a given audit situation,
- correctly interpret the E-Z-Quant program output,
- determine if reliance can be placed upon interpretation of the output,
- analyze improvement curve data and identify major irregularities or significant changes in trend data, and
- research the more complex issues associated with regression analysis and improvement curves.

Who Should Attend: This class is 1 of 3 that may be taken by Level I personnel working toward Level II certification. All auditors are eligible.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: QPC

AUD 8562

Defense Contract Audit Agency Personnel Management Policy

All new supervisors, GS-13 and above, must complete this course. The Defense Contract Audit Agency (DCAA) recommends that new supervisors attend within 3 months of promotion. The student will learn to apply critical personnel policies and procedures to the job environment that are essential to the success of a DCAA supervisor.

Objectives: Students who successfully complete this course will be able to:

- explain the relationship of merit system principles to the prohibited personnel practices;
- describe a supervisor's responsibilities regarding probationary periods, the merit promotion program, the leave program, the grievance process, employee records, sexual harassment prevention, reasonable accommodation requests, discrimination complaints, and the use of the Employee Assistance Program;
- identify an approach to effectively manage a diverse workforce;
- apply procedures to accomplish employee training and construct training plans;
- apply timely and appropriate recognition of employee accomplishments;
- promote the employee suggestion program;
- list the components of the EEO Program;
- explain DCAA's drug testing program;
- recognize and react to employee discipline situations;
- establish and monitor a Performance Improvement Plan;
- explain when collective bargaining agreements supercede DCAAM 1400.1;
- identify the criteria for a termination decision; and
- use DCAA's emergency procedures and guidelines.

Who Should Attend: New GS-13 Supervisory Auditors and other managers and supervisors needing a refresher should attend.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: CBJ

BCF 101

Fundamentals of Cost Analysis

Policies and techniques are introduced for preparing weapons systems life cycle cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, improvement curves, inflation, risk, economic analysis, and software cost estimating. Practical exercises and a case study give the student the opportunity to apply these skills.

Objectives: Students who successfully complete this course will be able to:

- define cost data and apply appropriate quantitative techniques to estimate costs for major defense acquisition programs,
- explain cost estimating policies, and
- perform a life cycle cost analysis.

Who Should Attend: BCF 101 is required for DoD employees responsible for the preparation of materiel system life cycle cost estimates. It is also beneficial for individuals who use information from life cycle cost estimates, supervise cost estimators, prepare budgets based on life cycle cost estimates, manage acquisition programs, evaluate and negotiate contract proposals, or want to learn cost estimating basics.

Prerequisite: ACQ 101. Students need competence in algebra equal to a second-year high school algebra course. At http://northeast.dau.mil/pre_course/Algebra%20Tutorial.doc, an algebra tutorial is available. Students with questions about their math skills should contact the course manager. Students will also need a calculator and familiarity with IBM-compatible computers and spreadsheet packages.

Recommended: Introductory course in statistics

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: Q1A

BCF 102

Fundamentals of Earned Value Management

This course builds on the Earned Value Management (EVM) concepts introduced in ACQ 101. Students learn in a virtual classroom environment. The course summarizes the language, data reports, metrics, graphs, and management processes associated with EVM as they apply to DoD acquisition management. The course emphasizes the processes related to the Performance Measurement Baseline (PMB), the Integrated Baseline Review (IBR), and the American National Standards Institute (ANSI) for EVM Systems. Finally students evaluate and compute basic EVM metrics and EVM metric-based Estimates at Completion (EAC).

Objectives: Students who successfully complete this course will be able to:

- describe, in plain language, the acronyms and meaning of EVM-associated vocabulary;
- identify the program management data elements and processes associated with PMB development;
- understand how the ANSI EVM Industry Standard is used to certify EVM-integrated management systems;
- explain the IBR process and purpose;
- compute and comprehend the meaning of selected EVM metrics and EVM EACs; and
- identify acquisition organizations, stakeholders, and formal agreements associated with EVM.

Who Should Attend: This course is for military officers, O-1 and above; civilians, GS-9 and above; and equivalent industry personnel working in, or selected for, positions requiring knowledge and use of EVM.

Prerequisite: ACQ 101

Length: 28 class days (This is a nonresident course available through the Internet. It is currently a non-rolling enrollment course with specific start and end dates, beginning the first week of each month and ending the last week of that month. This course is expected to convert to rolling enrollment during FY04.)

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: Q1B

BCF 103

Fundamentals of Business Financial Management

The Fundamentals of Business Financial Management course develops skills necessary for formulating and executing a program office budget. Topics include cost analysis; funding policies; the DoD planning, programming, and budgeting system; the congressional enactment process; and the budget execution process. These skills are developed through interactive computer-based training.

Objectives: Students who successfully complete this course will be able to:

- describe the overall DoD resource allocation process and identify the terminology and concepts used in analyzing the costs of defense acquisition programs;
- explain the appropriations, policies, and practices applicable to developing a program budget;
- examine the Planning, Programming, Budgeting and Execution (PPBE) process and the impact of programming and budgeting decisions on defense acquisition programs;
- summarize the congressional enactment process and the impact of congressional actions on defense acquisition programs; and
- identify the processes by which budget authority is apportioned, executed in accordance with public law, and reprogrammed.

Who Should Attend: BCF 103 is required for military officers and DoD civilians working in, or selected for, positions requiring knowledge or use of funds management principles. Equivalent industry personnel are encouraged to attend.

Prerequisite: ACQ 101

Recommended: Baccalaureate degree and 1 year of BCEFM acquisition experience

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: PGC

BCF 203
Intermediate Earned Value Management

Intermediate Earned Value Management (EVM) students work as members of an integrated product team for the system development and demonstration phase of a small ACAT I program. In the context of integrated program management, students review, develop, and experience the EVM-related processes associated with requirements generation, acquisition strategy development, Request for Proposal (RFP) development, source selection, risk management, Integrated Baseline Review (IBR), and analysis during program execution.

Objectives: Students who successfully complete this course will be able to:

- articulate the relationship between EVM and defense acquisition management;
- develop EVM strategies consistent with EVM policy and appropriate for associated program risks;
- prepare EVM requirements for the RFP;
- evaluate integrated management systems with respect to the American National Standards Institute (ANSI) EVM Industry Standard;
- plan, organize, participate in, and manage a typical IBR; and
- evaluate EVM data as an element of integrated program management that includes warfighter requirements, contracts, risk management, critical path schedules, and internal and external reporting.

Who Should Attend: This course is for military officers, O-3 and above; DoD civilians, GS-9 and above; and equivalent industry personnel needing knowledge of EVM principles.

Prerequisite: BCF 102

Precourse Materials: A self-assessment is available from the course manager to determine the student's suitability for attendance.

Length: 10 class days

Method of Delivery: Resident

PDS Code: Q2G

BCF 204
Intermediate Cost Analysis

Intermediate Cost Analysis emphasizes development and application of cost analysis techniques and estimate interpretation. The course addresses estimate definition and planning, data collections, formulation, review and presentation, and documentation. Estimating techniques, such as parametrics, analogies, expert opinions, and improvement curves, are addressed in more depth. Computations are done using Automated Cost Estimating Integrated Tools (ACEIT).

Objectives: Students who successfully complete this course will be able to:

- understand the cost estimating process;
- normalize data for content, quantity, and economic year;
- develop cost estimates using various techniques;
- document cost models and estimates;
- apply time-phasing techniques in development, production, and operation and support phases of the life cycle, including cost improvements curves; and
- understand and perform sensitivity and risk analysis of an estimate.

Who Should Attend: This course is required for Level II certification for the DoD acquisition cost analyst; it is suggested for anyone in the financial management or earned value area.

Prerequisite: BCF 101

Note: Students must provide, and be familiar with, a scientific calculator.

Recommended: Two years of acquisition experience in cost estimating, financial management, or the earned value analysis job series is recommended. Algebra competence is essential, and some familiarity with statistics is beneficial. Students should direct math skills questions to the course manager.

Length: 15 class days

Method of Delivery: Resident/On-site

PDS Code: Q2B

BCF 205

Contractor Business Strategies

(Formerly Contractor Finance for Acquisition Managers)

The Contractor Business Strategies course provides students a better understanding of a commercial environment. The primary emphasis is on the impact business decisions have on the customer and the company's financial position. The course is taught with a business perspective, emphasizing the marketplace defined by having the Federal Government as a primary customer. Throughout the course, this environment is compared and contrasted with commercial business practices and processes.

Objectives: Students who successfully complete this course will be able to:

- recognize and analyze business issues and the resulting impact on the financial condition of the company, and
- understand and use the vocabulary and concepts necessary to discuss these issues with the defense contractor community.

Who Should Attend: This course is for military officers, O-3 and above, and DoD civilians, GS-9 and above, who have 3 to 5 years of experience in financial management and are involved in the systems acquisition process, interface with contractors, or deal with contractor data. The course is also recommended for personnel in the Program Management career field.

Prerequisite: ACQ 201B

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: Q2A

BCF 206

Cost Risk Analysis

Cost Risk Analysis prepares cost analysts to model the cost risk associated with a defense acquisition program. Topics covered include basic probability concepts, subjective probability assessment, goodness-of-fit testing, basic simulation concepts, and spreadsheet-based simulation. Practical exercises, a small-group workshop, and a capstone article review reinforce the techniques taught.

Objectives: Students who successfully complete this course will be able to:

- assess subjective probabilities to represent uncertain cost elements in a defense acquisition program;
- model the cost risk associated with a defense acquisition program; and
- judge the reasonableness of a cost risk analysis for a defense acquisition program.

Who Should Attend: This assignment-specific course is designed for DoD Acquisition, Technology, and Logistics (AT&L) workforce personnel whose duties include developing and/or evaluating cost estimates for such areas as procurement, software, research and development, weapons systems, etc.; planning and management of DoD systems acquisitions; evaluation and negotiation of contract proposals; and cost and performance tradeoff analyses. Participants typically include members from the BCEFM community as well as personnel in Program Management; Contracting; Systems Planning, Research, Development, and Engineering; and Information Technology.

Prerequisite: BCF 101

Recommended: ACQ 201B and a working familiarity with any spreadsheet package

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: Q2C

BCF 207
Economic Analysis

Economic Analysis (EA) prepares students to conduct economic analyses within the DoD environment. Topics include decision analysis, cost analysis, present value, and sensitivity analysis. Practical exercises and a group workshop are used in class.

Objectives: Students who successfully complete this course will be able to:

- determine the most cost-effective way of conducting DoD business;
- determine the alternative that will warrant the highest benefits;
- estimate the costs of competing alternatives in an EA in accordance with Office of Management and Budget Circular A-94; Department of Defense Instruction (DoDI) 7041.3; and DoD 7000.14R, Vol. 2B, Chapter 58;
- assess the uncertainty that may exist, using sensitivity analysis and prior estimates of benefits and costs of competing alternatives in an EA; and
- provide a rationale for conclusions.

Who Should Attend: This assignment-specific course is for personnel who develop and/or evaluate costs and benefits of alternative courses of action (lease vs. buy, in-house vs. contractor, privatization or outsourcing, or repair or replace). Participants typically include the BCEFM community. This course would also be appropriate for personnel in Program Management; Contracting; Systems Planning, Research, Development, and Engineering; Information Technology; and non-DoD personnel who conduct economic analyses of materiel systems.

Prerequisite: None

Recommended: A working familiarity with any spreadsheet package

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: Q2D

BCF 208
Software Cost Estimating

Software Cost Estimating is designed for those who estimate and/or review the cost of software development and maintenance. Topics include life cycle management, development paradigms, capability evaluations, risk analysis, reuse, Commercial Off-The-Shelf (COTS) items, function points, IEEE/EIA 12207, parametric models, and model calibration. Case studies allow students to apply the course materials.

Objectives: Students who successfully complete this course will be able to:

- describe the software acquisition process,
- determine an appropriate cost estimating methodology and the types of data required for a software cost estimate,
- use models for software life cycle cost estimating,
- compare and contrast alternative techniques for software cost estimating,
- apply software cost estimating techniques,
- discuss the strengths and weaknesses of software cost estimating models, and
- discuss major influences on software cost estimating.

Who Should Attend: This assignment-specific course is for personnel whose duties impact embedded or automated information systems acquisitions. It includes developing and/or evaluating cost estimates for life cycle management, planning and managing DoD system acquisitions, evaluating and/or negotiating contract proposals, or analyzing cost and performance tradeoffs. Participants typically include members of the BCEFM community as well as personnel in Program Management, Software Engineering, and Information Technology.

Prerequisite: None

Recommended: ACQ 201, BCF 101, SAM 101, and a working familiarity with any word-processing package on an IBM-compatible personal computer

Length: 9 class days

Method of Delivery: Resident/On-site

PDS Code: Q2E

BCF 209A

Acquisition Reporting Course, Part A

(Formerly Selected Acquisition Report)

The Acquisition Reporting Course, Part A, provides basic terminology, concepts, and policy information regarding acquisition reports, such as the Acquisition Program Baseline (APB), Selected Acquisition Report (SAR), and Defense Acquisition Executive Summary (DAES) for Major Defense Acquisition Programs (MDAPs), and Major Automated Information Systems (MAIS).

Objectives: Students who successfully complete this online course will be able to:

- apply acquisition reporting policy to report preparation requirements, and
- integrate and apply concepts learned online to review Consolidated Acquisition Reporting System (CARS)-based acquisition reports.

Who Should Attend: This assignment-specific course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is available to acquisition personnel whose assignment requires understanding, preparing, or reviewing of MDAPs/MAIS programs or reporting using the CARS software. Civilians under contract to support a military program office with a reporting requirement are eligible with the recommendation of the program manager.

Prerequisite: None

Recommended: ACQ 101 and BCF 103

Note: BCF 209 includes the content of the former BCF 802 and has been separated into three segments:

- Part A is designed for those who require knowledge of acquisition reports and those who prepare and review reports.
- Part B is required for *MAIS report preparers* ***only***. The resident curriculum addresses APB and DAES reports using CARS software.
- Part C is required for *MDAPs report preparers* ***only***. The resident curriculum addresses APB and DAES reports and SARs using CARS software.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: BE5

BCF 209B

Acquisition Reporting Course, Part B

(Formerly Selected Acquisition Report)

The Acquisition Reporting Course, Part B, prepares acquisition personnel to generate and review the Acquisition Program Baseline (APB) and Defense Acquisition Executive Summary (DAES) for Major Automated Information Systems (MAIS) programs. Students complete precourse material online prior to applying these concepts in the classroom. During the in-class lecture and computer-assisted case studies, the student learns step-by-step report preparation using the Consolidated Acquisition Reporting System (CARS) software.

Objective: Students who successfully complete this course will be able to prepare, generate, and review CARS-based acquisition reports. (Selected Acquisition Report (SAR) students should enroll in BCF 209C.)

Who Should Attend: This assignment-specific course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is generally limited to acquisition personnel who prepare or review MAIS programs or report using the CARS software. Civilians under contract to support a military program office with a reporting requirement are eligible with the recommendation of the program manager.

Prerequisite: BCF 209A

Recommended: ACQ 101 and BCF 103

Note: This course is for MAIS personnel.

- Part A is designed for those who require knowledge of acquisition reports and those who prepare and review reports.
- Part B is required for *MAIS report preparers* ***only***. The resident curriculum addresses APB and DAES reports using CARS software.

Major Defense Acquisition Programs (MDAPs) personnel should enroll in BCF 209C.

Length: 2 class days.

Method of Delivery: Resident/On-site

PDS Code: BE6

BCF 209C

Acquisition Reporting Course, Part C

(Formerly Selected Acquisition Report)

The Acquisition Reporting Course, Part C, prepares acquisition personnel to generate and review the Acquisition Program Baseline (APB), the Defense Acquisition Executive Summary (DAES), and the Selected Acquisition Report (SAR) for Major Acquisition Defense Programs (MDAPs). Students complete precourse material online prior to applying these concepts in the classroom. During the in-class lecture and computer-assisted case studies, the student learns step-by-step report preparation using the Consolidated Acquisition Reporting System (CARS) software.

Objective: Students who successfully complete this course will be able to prepare, generate, and review CARS-based acquisition reports, including the SAR. MAIS students should enroll in BCF 209B.

Who Should Attend: This assignment-specific course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is generally limited to acquisition personnel who prepare or review MDAPs or report using the CARS software. Civilians under contract to support a military program office with a reporting requirement are eligible with the recommendation of the program manager.

Prerequisite: BCF 209A (BCF 209B is <u>not</u> a prerequisite for BCF 209C.)

Recommended: ACQ 101 and BCF 103

Note: This course is for MDAPs personnel.

- Part A is designed for those who require knowledge of acquisition reports and those who prepare and review reports.
- Part C is required for *MDAP report preparers* ***only***. The resident curriculum addresses APB and DAES reports and SARs using CARS software.

Major Automated Information Systems (MAIS) personnel should enroll in BCF 209B.

Length: 4 class days.

Method of Delivery: Resident/On-site

PDS Code: BE7

BCF 211A

Acquisition Business Management, Part A

Acquisition Business Management, Part A, is a Web-based review of material necessary to solve common financial issues in acquisition that will be presented in BCF 211B. The course includes topics on cost estimating; earned value analysis; Planning, Programming, Budgeting and Execution (PPBE); congressional enactment; and budget preparation and execution. This course must be completed prior to applying these concepts in the classroom in BCF 211B.

Objectives: Students who successfully complete this course should have familiarity with:

- preparation, justification, and defense of budget exhibits and obligation/expenditure plans;
- formulation of impact/reclama statements and reports; and
- development and defense of business aspects of the acquisition and PPBE cycle.

Who Should Attend: Intermediate-level personnel in positions supporting DoD weapons systems and various aspects of business and financial management throughout the life cycle of a system should attend.

Prerequisites: BCF 102 and BCF 103

Recommended: 2 years of acquisition experience and completion of ACQ 201

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: RG4

BCF 211B

Acquisition Business Management, Part B

Acquisition Business Management, Part B, offers hands-on experience in dealing with common financial issues in acquisition that include cost estimating; earned value analysis; Planning, Programming, Budgeting and Execution (PPBE); congressional enactment; and budget preparation and execution. To review basic concepts, students must complete an Internet precourse part (BCF 211A) prior to applying these concepts in the classroom (BCF 211B).

Objectives: Students who successfully complete this course will be able to:

- prepare, justify, and defend budget exhibits and obligation/expenditure plans;
- formulate impact/reclama statements and reports; and
- develop and defend business aspects of the acquisition and PPBE cycle.

Who Should Attend: This course is for intermediate-level personnel in positions supporting DoD weapons systems and various aspects of business and financial management throughout the life cycle of a system.

Prerequisite: BCF 211A

Recommended: 2 years of acquisition experience and completion of ACQ 201

Length: 5 class days

Method of Delivery: Resident

PDS Code: RG5

BCF 215

Operating and Support Cost Analysis

This course provides students the concepts and methodologies needed to develop operating and support (O&S) cost estimates, total ownership cost reduction studies, Cost As an Independent Variable (CAIV) management processes, and other management decisions where O&S costs are relevant.

Objectives: Students who successfully complete this course will be able to:

- recognize the full spectrum of costs included in O&S cost estimates,
- plan and perform an O&S cost estimate that appropriately supports defense management decisions,
- obtain and normalize O&S data,
- apply appropriate cost estimating methods and models,
- document estimates, and
- apply economic analysis tools to evaluate alternative courses of action.

Who Should Attend: This is an assignment-specific course. It should be taken by DoD Acquisition, Technology, and Logistics (AT&L) workforce personnel whose duties include: (1) developing and/or evaluating O&S cost estimates, (2) conducting logistics support analyses, (3) engineering development in programs implementing CAIV or RTOC management, and (4) preparing cost and performance tradeoff analyses such as fore-structure studies. Participants will typically include members from the Business, Cost Estimating, and Financial Management; Life Cycle Logistics; and Systems Planning, Research, Development and Engineering communities. This course would also be appropriate for program/project managers.

Prerequisite: None

Recommended: 2 years of experience in defense acquisition cost estimating, financial management, logistics, engineering, or program management. BCF 101 and ACQ 101 are highly recommended. Competence in algebra is required.

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: Q2H

BCF 301

Business, Cost Estimating, and Financial Management Workshop

This capstone course teaches students how to apply Business, Cost Estimating, and Financial Management (BCEFM) concepts, techniques, and on-the-job experience to functional interrelationships and opportunities among the disciplines of cost estimating, earned value management, and financial management.

Objectives: Students who successfully complete this course will be able to:

- explain the tasks and duties of BCEFM functions;
- define current BCEFM-related laws, regulations, policies, and procedures;
- evaluate the interrelationships among the BCEFM functions; and
- point out the appropriate decision-making information based on the integrated nature of a BCEFM task.

Who Should Attend: This course is for personnel in positions supporting DoD weapons systems and the various aspects of business and financial management throughout the life cycle of a system.

Prerequisites: ACQ 201B, Level I certification in BCEFM, and 2 years of experience in BCEFM

Recommended: Four years of acquisition experience is recommended. Level II certification in BCEFM is highly recommended.

Precourse Materials: A self-assessment will be mailed to students before class begins and should be faxed back to the course manager prior to the class start date. Also, students should come to class prepared to research a work-related topic. They will either brief the class on their findings or prepare a paper at the end of the course.

Length: 9 class days

Method of Delivery: Resident

PDS Code: BZF

CAR 805

Contemporary Approaches to Acquisition in the Information Age

This course provides an integrated perspective of the impact of the latest legal and regulatory changes and advances in information management on the acquisition process. Emerging Information Technology (IT) and IT acquisition strategies are reviewed. Best commercial practices and information management issues, such as information assurance and electronic government, are discussed with a focus on improving acquisition service to the customer while assuring best value to the government.

Objectives: Students who successfully complete this course will be able to:

- assess the impact of the latest legal and regulatory changes and advances in information technology on the acquisition process, and
- evaluate how emerging management practices and information technology promote improvements in the acquisition process.

Who Should Attend: This continuing education course is appropriate for acquisition professionals who are already Level III certified in an acquisition career field and in all types of defense programs, including those dealing with weapons; mission critical computer resources; command, control, communications, and intelligence; and automated information systems.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: JHG

CON 100
Shaping Smart Business Arrangements

Personnel new to the contracting specialty will gain a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the different DoD mission areas and the types of procurement alternatives that may be selected for each. Knowledge management and information systems as well as recent DoD acquisition initiatives will be introduced. Small group exercises will prepare students to provide contracting support within the overarching business relationships of government and industry.

Objectives: Students who successfully complete this course will be able to:

- explain the acquisition/contracting mission and its impact on the American economic system,
- select training and development opportunities for career progression,
- describe the interdependence of functional team members,
- describe the importance of the oversight roles of the GAO and the DODIG,
- explain the characteristics and responsibilities of the contracting professional in the role of a business advisor,
- explain the distinctive interests of both the buyer and seller and the role those interests play,
- determine the relationship between financial and acquisition communities and how fundamental financial principles and requirements are important,
- describe commercial acquisition and government-unique requirements of market research in identifying the best business arrangements to meet mission requirements,
- explain e-business and information technology in supporting business processes, and
- distinguish among the current DoD acquisition initiatives and new policies.

Who should attend: This course is for personnel new to the contracting workforce.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: JHE

CON 101
Basics of Contracting

Emphasizing commercial business practices, this survey course encompasses the entire contracting process from receipt of a purchase request through contract closeout. Students use the Federal Acquisition Regulation (FAR) and the DoD FAR Supplement (DFARS) to make related business decisions. As business advisors to the customer, students conduct an integrated case study requiring critical thinking and analysis.

Objectives: Students who successfully complete this course will be able to:

- act as a business advisor making smart business decisions;
- analyze contracting requirements;
- plan competition and source selection;
- draft solicitations;
- evaluate quotes and offers;
- award contracts;
- plan contract administration;
- monitor contract quality and administer payments; and
- modify, terminate, and close out contracts.

Who Should Attend: This course is for students new to the contracting workforce, either entry-level personnel or those crossing over from other career fields.

Prerequisite: CON 100 (for DoD students)

Length: This is a nonresident, self-paced course available through the Internet. CON 101 is composed of five modules, all of which must be completed within 90 calendar days.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: BDQ

CON 104A
Principles of Contract Pricing, Part A

Principles of Contract Pricing, Part A, is designed for entry-level contracting personnel. As an entry-level course, CON 104A will help the student understand some of the basic terminology and concepts of pricing as they relate to fair and reasonable pricing. Students will build upon the foundation provided in CON 101, Basics of Contracting.

Objectives: Students who successfully complete this course will be able to:

- understand the general environment of contract pricing,
- determine the sources and means of acquiring data for cost and price analysis,
- analyze direct and indirect costs, and
- understand the structured approach to profit analysis and requirements relative to cost of money.

Who Should Attend: This course is for civilians, GS-5 and above; military officers, O-1 and above; and enlisted personnel, E-4 and above, working in contracting positions. Members of related acquisition career fields are also strongly encouraged to attend.

Prerequisite: CON 101

Recommended: A knowledge of basic math skills is strongly recommended, such as:

- knowing the mathematical order of operations (parentheses, multiplication, division, addition, and subtraction),
- solving the formula for a straight line (Y=A+BX, given Y and X data), and
- operating a basic functions calculator (*,/,+,-).

A math tutorial is provided in CON 104A and at the DAU Continuous Learning Center (http://clc.dau.mil) for those in need of a refresher.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: RG6

CON 104B
Principles of Contract Pricing, Part B

Principles of Contract Pricing, Part B, is designed for entry-level contracting personnel. As an entry-level course, CON 104B will help the student understand some of the basic terminology and concepts of pricing as they relate to fair and reasonable pricing. Students will build upon the foundation provided in CON 104A.

Objectives: Students who successfully complete this course will be able to:

- perform a profit analysis, including the appropriate use and application of requirements relative to cost of money;
- integrate and apply the various concepts and methods learned online to a real-time cost analysis in the form of an integrating exercise;
- apply selected techniques of cost of money and profit analysis; and
- apply the essential techniques, strategies, and tactics of the negotiation process.

Who Should Attend: This course is for civilians, GS-5 and above; military officers, O-1 and above; and enlisted personnel, E-4 and above, working in contracting positions. Members of related acquisition career fields are also strongly encouraged to attend.

Prerequisite: CON 104A

Recommended: A knowledge of basic math skills is strongly recommended, such as:

- knowing the mathematical order of operations (parentheses, multiplication, division, addition, and subtraction),
- solving the formula for a straight line (Y=A+BX, given Y and X data), and
- operating a basic functions calculator (*,/,+,-).

A math tutorial is provided in CON 104A and at the DAU Continuous Learning Center (http://clc.dau.mil) for those in need of a refresher.

Length: 5 class days

Method of Delivery: Resident

PDS Code: RGR

CON 202
Intermediate Contracting

Intermediate-level contracting personnel examine contracting, focusing on complex, noncommercial acquisitions. Through an integrated case study, students are challenged to accept their roles as business advisors and to apply ethical principles and sound judgment to resolve contracting issues.

Objectives: Students who successfully complete this course will be able to:

- plan procurement, including acquisition planning with a formal source selection plan pursuant to the analysis of market research and requirements documents and consideration of recurring requirements, government property, competition, contract type, and contract financing;
- create a contract, including preparation of a Request for Proposal, evaluation of factors, competitive range determination, discussions, and processing of a request for final proposal revisions;
- prepare an award decision, conduct debriefings, and take steps to mitigate and/or resolve protests; and
- administer a contract, including administration planning, conducting a post-award orientation, contract surveillance and quality assurance, financial management, terminations, and disputes resolution.

Who Should Attend: This course is for intermediate-level contracting personnel with Level I Contracting certification and 2 years of contracting experience.

Prerequisite: CON 104B

Recommended: 2-1/2 years of contracting experience after completing CON 101

Precourse Materials: Integrated product team read-ahead assignment

Length: 15 class days

Method of Delivery: Resident/On-site

PDS Code: PGE

CON 204
Intermediate Contract Pricing

This course reinforces pricing skills taught in CON 104, Parts A and B, and further develops skills in price and cost analysis. Through team case studies, students demonstrate their ability to recognize, resolve, and provide advice on pricing issues and appropriately use price and cost analysis in developing prenegotiation objectives.

Objectives: Students who successfully complete this course will be able to:

- use pricing-related market research and know the benefits of its use,
- understand collaboration opportunities to streamline price/cost analysis efforts,
- recognize the appropriateness of the cost/price analysis as it relates to preferred acquisition approaches,
- realize when and how to perform various cost/price analysis techniques and how to use the results,
- consider cash flow and analysis from the supplier and customer perspectives, and
- understand how to use and advise on alternative contract incentives.

Who Should Attend: Level I certified personnel who are working on Level II certification should take this course.

Prerequisite: CON 104B

Precourse Materials: A welcome packet is provided approximately 30 days prior to attendance. It outlines objectives, purpose, competencies, introductory reading material, and sample problems relevant to the course.

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: BU6

CON 210
Government Contract Law

Attendees will understand the impact of government contract law on acquisition. The course introduces basic principles and sources of law relevant to acquisition. Court cases and administrative decisions emphasize how law affects the government-contractor relationship, legal disputes, and the maintenance of ethical business.

Objectives: Students who successfully complete this course will be able to:

- analyze how the law affects government contract formation;
- differentiate among types of inspection, warranties, acceptance, and changes;
- recognize situations requiring an equitable adjustment;
- articulate key issues and describe procedures available for dispute resolution;
- explain the application of different types of contract termination;
- contrast different forums available to hear protests relating to government contract formation and describe the basic issues;
- explain the allocation and enforcement of government rights to various types of property;
- identify and apply limitations on spending of government funds; and
- recognize procurement fraud and available remedies.

Who Should Attend: This course is for intermediate-level personnel who are responsible for contract formation or management.

Prerequisite: CON 104B

Recommended: CON 202 is strongly recommended.

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: BDP

CON 232
Overhead Management of Defense Contracts

Overhead Management of Defense Contracts provides an understanding of industry overhead costs and their impact on seller pricing/business strategies under various acquisition environments with differing contract types. Attendees will understand the development and application of overhead rates used in contract formation, administration, and close out. The course-integrating case provides hands-on application of the overhead-rate process where students determine their own final overhead rates.

Objectives: Students who successfully complete this course will be able to:

- develop, evaluate, and apply indirect rates;
- assess program impacts with the changing business base;
- interpret Defense Contract Audit Agency (DCAA) audit reports and evaluate recommendations; and
- make final decisions on cost issues.

Who Should Attend: This assignment-specific course is appropriate for contracting officers, buyers, price analysts, auditors, and contract administration personnel who are assigned to projects in which overhead situations are present or who are involved in either contract formation or administration.

Prerequisite: CON 104B

Recommended: It is strongly recommended that all applicants have at least 1 year of contracting experience after Level I certification before attending this course.

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: BKA

CON 234
Contingency Contracting

Contingency Contracting develops skills for contracting support provided to Joint Forces across the full spectrum of military operations. Exercises focus on unique aspects of contingency operations, critical thinking skills, and the execution of appropriate contractual instruments.

Objectives: Students who successfully complete this course will be able to:

- identify and apply contracting laws, regulations, and procedures for contingencies;
- apply ethical principles in procurement decisions in foreign environments;
- identify key personnel and organizations in contingencies, explain their roles and responsibilities, and illustrate required coordination;
- summarize and discuss elements of contingency contracting support planning;
- assess customer requirements and execute appropriate procurement actions;
- prepare, assemble, administer, and close out contracts, documents, files, and reports; and
- recognize cross-cultural behavior patterns and antiterrorism force protection measures and explain their impact on contingency contracting.

Who Should Attend: This assignment-specific course is for Contracting and Purchasing career field personnel who are in deployable positions. Whenever practical, students should attend the course prior to assuming duties as a deployable contracting officer or purchasing agent.

Prerequisite: CON 101 or PUR 101

Recommended: 2 years of purchasing or contracting experience

Length: 9 class days

Method of Delivery: Resident/On-site

PDS Code: PAP

CON 235
Advanced Contract Pricing

From price-based acquisition to the traditional cost-based environment, this course is designed for buyers, price analysts, and contracting officers tasked with obtaining fair and reasonable prices. CON 235 addresses market forces, the market research process, commerciality issues, and cost/price analysis techniques, such as interviewing experts, analogy, decision theory, earned value statistics, parametrics, learning curves, and risk analysis.

Objectives: Students who successfully complete this course will be able to:

- use inferential statistics and hypotheses testing;
- analyze the relationship between two or more variables, describe that relationship using regression analysis, and defend the appropriateness of the model;
- perform cost-risk analysis to support prenegotiation objectives;
- integrate quantitative techniques in a cost/price estimate;
- conduct market research on a given procurement item; and
- conduct a price analysis of a commercial item as broadly defined by Federal Acquisition Regulation (FAR) criteria.

Who Should Attend: This assignment-specific course is for any Level II/III personnel wanting to advance in major acquisitions (systems, sustainment, or services), particularly in a price-based acquisition environment.

Prerequisite: CON 204

Recommended: Level II Contracting certification

Length: 10 class days

Method of Delivery: Resident

PDS Code: PAQ

CON 236
Contractual Aspects of Value Engineering

This course provides an intensive review of the techniques and objectives of the DoD Value Engineering (VE) program. Students are exposed to basic VE concepts and definitions and the relationship of VE to other incentives contained in the contract and subcontracts.

Objectives: Students who successfully complete this course will be able to:

- apply the appropriate VE clause by differentiating among the types of VE programs;
- validate, by assessment, VE Change Proposals (VECPs);
- calculate savings resulting from accepted VECPs; and
- modify the contract after formal processing and acceptance of the VECP.

Who Should Attend: This assignment-specific course is for contracting, program management, and functional personnel who may be involved in VE applications or who support major weapons systems and can be expected to encounter specific VE activity. Although the course is targeted for contracting personnel, individuals not assigned to contracting are encouraged to attend.

Prerequisite: None

Recommended: Level II certification in Contracting or a field of expertise is desirable before attending this course. A working knowledge of contracting, program management, or a functional area of expertise, with 2 years of experience, is a satisfactory substitute.

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAR

CON 237
Simplified Acquisition Procedures

The Simplified Acquisition Procedures (SAPs) course is intended to support the training of the DoD AT&L workforce on the use of SAPs utilizing Federal Acquisition Regulation (FAR), Parts 12 and 13. This course combines interactive computer-based training with performance-support resource access, which is provided via the Internet.

Objectives: Students who successfully complete this course will be able to:

- recognize and explain the advantages of using SAPs for acquisition;
- identify the purchases that can be made using SAPs;
- list sources of information regarding potential open-market suppliers;
- determine whether the small business set-aside requirement applies;
- decide whether data justifies a decision regarding the extent of competition;
- explain the importance of the requirement to maintain an open-market source list;
- plan a solicitation, evaluate quotes, and select a contractor for award; and
- solve post-award issues.

Who Should Attend: This course is designed as a continuing education tool for personnel requiring knowledge in using SAPs.

Prerequisite: None

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: PAS

CON 243
Architect-Engineer Contracting

Architect-Engineer (A-E) Contracting focuses on the unique aspects of contracting for professional A-E services. The course is designed for AT&L workforce personnel in the Contracting career field who have achieved a solid baseline of contracting knowledge through a combination of actual experience and completion of all Defense Acquisition Workforce Improvement Act (DAWIA) Level I courses. Students will cover issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises also include the Brooks Act, SF-254s/255s, slate and selection process, review of government estimates, liability, Title II services, modifications, and Contracting Officer Technical Representative (COTR) responsibilities.

Objectives: Students who successfully complete this course will be able to:

- determine the necessity of using Brooks Act procedures;
- select an A-E firm;
- negotiate, award, manage, and administer a contract to satisfy the needs of the government; and
- understand critical pre- and post-award functions concerning A-E contracts.

Who Should Attend: This assignment-specific course is intended for military and civilian AT&L workforce members in the Contracting career field who are assigned contracting responsibilities for A-E contracts. Whenever practical, students should attend CON 243 prior to assuming A-E contracting duties.

Prerequisite: CON 104B

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: PGF

CON 244
Construction Contracting

This course focuses on unique construction contracting issues, such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Davis-Bacon Act, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

Objectives: Students who successfully complete this course will be able to:

- conduct appropriate, successful, effective construction acquisition planning;
- properly solicit and award a construction contract;
- diagnose, troubleshoot, and determine better construction contract administration; and,
- through critical analysis/thinking, select the best construction business decision given the contract situation.

Who Should Attend: This assignment-specific course is for military and civilian personnel in the DoD AT&L workforce who are in the Contracting career field or who are assigned specific contract administration duties for construction contracts, e.g., professional engineers, quality assurance personnel, and legal counsel personnel. Whenever practical, students should attend the course prior to assuming duties related to construction contracting.

Prerequisite: CON 104B

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: PGG

CON 250

Fundamentals of Cost Accounting Standards – Part I

Fundamentals of Cost Accounting Standards — Part I, provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board, the Cost Accounting Standards (CAS), and disclosure statements for Federal contracts. Part I addresses only those standards applicable to modified CAS coverage.

Objectives: Students who successfully complete this course will be able to:

- ascertain if a given practice is compliant with CAS 401, 402, 405, and 406 (modified CAS coverage);
- verify applicability of CAS and type of coverage;
- determine if and when disclosure of the contractor's practices is required;
- determine whether a cost impact proposal is necessary; and,
- if a cost impact proposal is necessary, determine appropriate contract adjustments.

Who Should Attend: This assignment-specific course is designed for civilian (or equivalent military) personnel, GS-9 and above, with at least 2 years of experience in the Contracting career field. Personnel should be responsible for CAS administration for one or more contractors or have a current (or pending) assignment dealing with CAS issues.

Prerequisite: CON 204 (prerequisite waived for attorneys)

Recommended: Completion of a first-year college accounting course or equivalent and completion of CON 232

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: BZM

CON 251

Fundamentals of Cost Accounting Standards – Part II

Fundamentals of Cost Accounting Standards — Part II, provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board, the Cost Accounting Standards (CAS), and disclosure statements for Federal contracts. Whereas Part I addresses only those standards applicable to modified CAS coverage, Part II addresses additional standards for full CAS coverage situations.

Objectives: Students who successfully complete this course will be able to:

- ascertain if a given practice is compliant with CAS (full CAS coverage);
- verify applicability of CAS and type of coverage;
- determine if and when disclosure of the contractor's practices is required;
- determine whether a cost impact proposal is necessary; and,
- if a cost impact proposal is necessary, determine appropriate contract adjustments.

Who Should Attend: This assignment-specific course is designed for civilian (or equivalent military) personnel, GS-9 and above, with at least 2 years of experience in the Contracting career field. Personnel should be responsible for CAS administration for one or more contractors or have a current (or pending) assignment dealing with CAS issues on a regular basis.

Prerequisite: CON 204 (prerequisite waived for attorneys) and CON 250

Recommended: Completion of a first-year college accounting course or equivalent and completion of CON 232

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: BZN

CON 353

Advanced Business Solutions for Mission Support

Advanced Business Solutions for Mission Support is the Level III Contracting certification course. Through realistic scenario-based learning, students work in teams to practice developing sound business solutions as a valued strategic and expert business advisor. Student course work is designed to contribute solutions to senior leadership and local supervisors and to provide resources for the contracting workforce via the course community of practice.

Objectives: Students who successfully complete this course will be able to:

- effectively team, exercise business leadership, and apply expertise (technical, business, and financial) resulting in business solutions that improve mission support;
- innovate and use best practices in combination with critical thinking, problem solving, and dilemma resolution skills for improved planning, execution, and performance management outcomes;
- develop business solutions that reflect consideration of risk and impacts on performance and synthesize policy as well as interests of functional team members and the marketplace; and
- contribute to development and implementation of change through an improved understanding of the legislative, regulatory, and policy processes.

Who Should Attend: This course is designed for contracting professionals who work, or are projected to work, in a position requiring Level III DAWIA certification.

Prerequisite: At least 1 year of contracting experience after Level II certification

Precourse Assignments: Students begin various course assignments via the course community of practice at http://qp.dau.mil/con353.

Length: 8-1/2 class days

Method of Delivery: Resident

PDS Code: JHI

FE 201

Intermediate Facilities Engineering

Intermediate Facilities Engineering is the Level II certification course in the Facilities Engineering (FE) career field. It provides a broad understanding of the overall facilities engineering process and the roles/responsibilities of acquisition team members as they relate to the facility life cycle in support of military missions. The course is designed to teach the student when to seek the assistance of professionals in various specialty areas.

Objectives: Students who successfully complete this course will be able to:

- discuss program management components, contracting procedures, and design and construction processes relating to FE projects;
- discuss and apply financial laws, regulations, and procedures;
- identify when there is a real estate acquisition, management, or disposal component;
- apply environmental requirements that arise during the DoD facility life cycle;
- describe basic elements of the comprehensive planning and project planning processes;
- describe elements used to manage sustainment, restoration, and modernization; and
- relate the contingency engineering process to FE requirements.

Who Should Attend: This course is for intermediate-level facilities engineering personnel with Level I Facilities Engineering certification and 2 years' facilities engineering experience.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass a final examination within 60 days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: JHM

GRT 201

Grants and Agreements Management

Grants and Agreements Management presents the foundational knowledge required to begin service as a grants officer. The course provides the information needed to resolve relevant assistance issues by applying knowledge, discretion, and judgment.

Objectives: Students who successfully complete this course will be able to:

- explain the qualitative differences among instruments available for obligating Federal dollars and choose the most appropriate instrument in various situations,
- identify the elements of the legal framework that apply to assistance, and
- perform the responsibilities of the grants officer in accordance with regulations and statutes.

Who Should Attend: This assignment-specific course is designed for personnel involved in pre-award and post-award assistance processes, e.g., grants specialists and DoD personnel in a career path to become grants officers. (This course is not intended for personnel in the National Guard Bureau (NGB). DAU is working on a variation of this course that is customized for the NGB.) GRT 201 does not address Other Transactions (OTs) used for acquisition (Sec. 845 OTs). The course provides a brief overview only of OTs and Technology Investment Agreements used for research.

Prerequisite: None

Recommended: Level I Contracting courses

Length: 3-1/2 class days

Method of Delivery: Resident/On-site

PDS Code: BU4

IND 100

Contract Property Administration and Disposition Fundamentals

This course provides property administrators, plant clearance officers, contracting officers, and personnel in related fields a comprehensive understanding of the contractual regulatory and statutory requirements for government property administration and disposition.

Objectives: Students who successfully complete this course will be able to:

- state the government's policies and exceptions on providing government property to contractors;
- describe the five major classifications of government property;
- explain the Federal Acquisition Regulation (FAR) government property clauses;
- describe the duties and responsibilities of the property administrator and plant clearance officer;
- evaluate a contractor's property control system;
- investigate and determine appropriate action for lost, damaged, or destroyed government property;
- understand the FAR and DFARS requirements for government property disposition;
- understand the screening procedures for excess government property; and
- describe the requirements for properly disposing of hazardous wastes, items requiring demilitarization, and computer components.

Who Should Attend: This course is required at Level I for all industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. This course may be required for contracting officers (GS-1102), program managers, auditors, and team leaders with significant property administration responsibilities. It is highly recommended for production and quality assurance personnel involved with property administration.

Prerequisite: CON 100

Recommended: Some prior knowledge or experience with property management

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: BZP

IND 103

Contract Property Systems Analysis Fundamentals

Contract Property Systems Analysis Fundamentals builds a solid foundation in auditing principles and process analysis techniques for entry-level property professionals. The instructional process underscores the importance of property control system requirements and provides the tools necessary for the property administrator to plan and perform a property control systems analysis.

Objectives: Students who successfully complete this course will be able to:

- plan and schedule a contract property control systems analysis;
- determine proper use of sampling;
- define the appropriate population for review for all processes;
- analyze the sample for deficiencies that fail to meet contractual requirements;
- determine the rating for the function, functional segment, and property control system; and
- recommend a course of corrective action.

Who Should Attend: This course is for all Level I industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. It is recommended for contracting, production, and quality assurance personnel with property control systems analysis responsibilities.

Prerequisite: IND 100 or IND 101

Recommended: 1 year of property management experience after completing IND 100 or IND 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: BRL

IND 200

Intermediate Contract Property Administration

This course is for experienced industrial property management specialists, property administrators, plant clearance officers, contracting officers, and their supervisors. Current contractual, regulatory, and statutory issues are analyzed using student case studies and plant tours.

Objectives: Students who successfully complete this course will be able to:

- define types of property provided to contractors and the clauses used to do so;
- describe inventory management procedures and policies, consumption analysis, physical inventories, and adjustments;
- identify criteria for acquiring, using, and recording special tooling, test equipment, and agency-peculiar property;
- apply various risk-of-loss contract provisions; and
- differentiate policies and procedures for disposition and plant clearance of government property.

Who Should Attend: This course is for all Level II industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. This course may be required for contracting officers (GS-1102), program managers, auditors, and team leaders with significant property administration responsibilities. It is highly recommended for production and quality assurance personnel involved with property administration.

Prerequisite: IND 103

Recommended: 1 year of property management experience after completing IND 103

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: BZQ

IRM 101

Basic Information Systems Acquisition

This course combines interactive computer-based training with performance-support resource access. Students in this course explore the introductory-level concepts involved in DoD information systems acquisition management.

Objectives: Students who successfully complete this course will not only gain a basic knowledge and comprehension of the following fundamental concepts of an information systems acquisition but also will be able to:

- apply laws and regulations;
- understand organizational and individual roles and responsibilities;
- interpret information technology terminology; and
- apply acquisition management practices, such as risk management, quality assurance, requirements management, architecture, and configuration management.

Who Should Attend: This course is for civilians, GS-5 to GS-9, or military officers, O-1 to O-3, who are members or prospective members of the Information Technology career field.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: JHD

IRM 201

Intermediate Information Systems Acquisition

Intermediate Information Systems Acquisition focuses on the application of policies, concepts, and practices that guide and control the management and acquisition of Information Systems/Information Technology (IS/IT) in DoD. Exercises, labs, lectures, and group discussion are used to cover such topics as IS/IT policies, strategic planning, information assurance, architecture, advancing technologies, and more.

Objectives: Students who successfully complete this course will be able to:

- explain the concepts and terminology that comprise the major and nonmajor IS acquisition management processes and how the processes interact;
- define the roles, activities, and relationships of the DoD, other government entities, and industry that participate in and affect the acquisition of IT;
- apply management skills needed to effectively and efficiently utilize people, money, facilities, information, and time to accomplish IS acquisition objectives;
- identify internal and external factors that influence and constrain the IS acquisition process; and
- summarize strategies on how to deal with these factors in light of risk, uncertainty, and change.

Who Should Attend: This course is for Level I certified mid-level managers with responsibilities in IS/IT acquisitions.

Prerequisites: ACQ 201B and IRM 101

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: QN5

IRM 303
Advanced Information Systems Acquisition

Advanced Information Systems Acquisition is the capstone course in the DAU Information Resource Management sequence. It focuses on decision making and issues related to Information Systems/Information Technology (IS/IT) leadership, capital investment management, and acquisition. Using case studies, the course integrates advanced topics in planning, designing, and implementing comprehensive programs to acquire effective information systems.

Objectives: Students who successfully complete this course will be able to:

- evaluate IS/IT leadership, management, and acquisition issues to make strategic-level decisions in DoD, and
- effectively lead or participate in IS/IT integrated product teams that operationalize acquisition excellence initiatives and manage IS/IT as a capital investment.

Who Should Attend: This course is for civilian senior managers, grades GS/GM-13 to GS/GM-15, and military officers, ranks O-4 to O-6, who have successfully completed the requirements for Level II in the Information Technology career field.

Prerequisite: IRM 201

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: BZE

LAW 801
Acquisition Law

DoD policy now mandates that the acquisition process be conducted through Integrated Product Teams (IPTs). The employment of IPTs in the acquisition process has resulted in the involvement of many noncontracting government personnel. This course provides an overview of government contract law to students from the various acquisition disciplines. LAW 801 also provides useful knowledge of the laws and regulations specifically applicable to government contracts.

Objectives: Students who successfully complete this course will be able to:

- apply various laws and regulations applicable to the government contracting process, and
- comprehend the legal significance of the contents of the contractual instrument and actions taken by those involved in the acquisition process.

Who Should Attend: This is a continuing education course for Level I certified personnel who are either not required to take CON 210 or who completed CON 210 more than 5 years ago.

Prerequisite: None

Length: 4-1/2 class days

Method of Delivery: Resident/On-site

PDS Code: JHH

LOG 101
Acquisition Logistics Fundamentals

Acquisition Logistics Fundamentals provides a broad overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes. Modules cover the logistics-relevant aspects of requirements identification, life cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting, and contractor support.

Objectives: Students who successfully complete this course will be able to:

- understand how today's defense systems and equipment are conceived, developed, tested, acquired, and operated;
- understand the role of the commercial sector;
- comprehend the philosophy and objectives of logistics support and attendant management functions; and
- understand logistics-related disciplines and the policies, procedures, and management techniques used to establish a logistics support capability.

Who Should Attend: Individuals recently assigned responsibility to plan, establish, and maintain the logistics support infrastructure for DoD systems and equipment in each phase of the acquisition life cycle should attend.

Prerequisite: ACQ 101

Recommended: Students who take this course should have 6 to 12 months of experience in an acquisition organization.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: JR1

LOG 102
Systems Sustainment Management Fundamentals

Systems Sustainment Management Fundamentals provides a broad overview of the role of the life cycle logistician during the sustainment phase of a weapon systems life cycle. Modules cover logistics/supply chain management concepts, best commercial practices as applied to weapons systems sustainment, performance metrics, partnering/alliance opportunities and experiences, performance-based support, enterprise business environment and opportunities, and reduction in life cycle/total ownership costs.

Objectives: Students who successfully complete this course will be able to:

- recognize the role of the life cycle logistician during the sustainment phase of a weapon system's life cycle,
- identify the concepts, policies, and practices of logistics/supply chain management as they apply to new and legacy systems during the sustainment phase of their life cycle, and
- identify the best practices in developing and implementing performance-based support.

Who Should Attend: This course is required for Level I certification for individuals recently assigned responsibility to establish and maintain the life cycle logistics support for DoD systems and equipment during the sustainment phase of their life cycle.

Recommended: Students who take this course should have 6 to 12 months of experience in an acquisition or sustainment organization.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: JHF

LOG 201A

Intermediate Acquisition Logistics, Part A

Intermediate Acquisition Logistics, Part A, provides a dynamic real-time learning environment oriented toward developing managerial and technical logistics competencies in the areas of systems engineering, life cycle cost management, and risk analysis. It challenges the student to review current policy and guidance and demonstrate an understanding of how early integration of operational supportability into the system deployment process leads to achievement of DoD's strategic logistics goals. It is intended for the mid-level logistics professional needing the skills required to excel in today's demanding and dynamic product support environment.

Objectives: Students who successfully complete this course will be able to understand modeling and simulation, test and evaluation, market research and analysis, open systems design and interoperability, evolutionary acquisition, performance-based logistics, and support planning.

Who Should Attend: LOG 201A is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisites: ACQ 201B and LOG 101 (It is recommended that students have acquisition logistics experience as outlined in DoD 5000.52M and be currently assigned, or expected to be assigned, to an acquisition logistics position.)

Length: This is a nonresident course available via correspondence. It is a nonrolling-enrollment course with specific start and end dates. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning via correspondence.

PDS Code: RGS

LOG 201B

Intermediate Acquisition Logistics, Part B

Intermediate Acquisition Logistics, Part B, provides a dynamic group-based and facilitated learning environment oriented toward further development of managerial and technical logistics competencies in the areas of systems engineering, life cycle cost management, and risk analysis (introduced in LOG 201A). It challenges the student to critically think and differentiate possible support alternatives and provide group-based solutions to ensure the early integration of operational supportability into the system development process. These skills are refined by instructor-facilitated student group exercise and discussion. It is intended for the mid-level logistics professional needing the skills required to excel in today's demanding and dynamic product support environment.

Objectives: Students who successfully complete this course will be able to understand life cycle cost, contracting, modeling and simulation, test and evaluation, market research and analysis, systems engineering, performance-based logistics, and support planning.

Who Should Attend: LOG 201B is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics — Acquisition Logistics. Students should have 2 to 4 years of acquisition experience.

Prerequisite: LOG 201A (It is recommended that students have acquisition logistics experience as outlined in DoD 5000.52M and be currently assigned, or expected to be assigned, to an acquisition logistics position.)

Length: 5 class days

Method of Delivery: Resident

PDS Code: RGT

LOG 203
Reliability and Maintainability

This course concentrates on Reliability and Maintainability (R&M) activities, enabling students to understand the relationship between R&M and acquisition logistics and to evaluate the impact of R&M decisions. Stressing a conceptual approach, the course presents basic R&M terminology and engineering practices.

Objectives: Students who successfully complete this course will be able to:

- explain why successful R&M activity decreases logistics costs and increases combat capability;
- develop operational and contractual R&M requirements;
- discuss well-established R&M design/analysis activities;
- explain reliability growth testing and reliability qualification testing; and
- explain how to preclude latent defects from entering service.

Who Should Attend: This assignment-specific course is for logisticians assigned to DoD acquisition programs.

Prerequisite: ACQ 201

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the end-of-module and end-of-course tests within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: AKA

LOG 204
Configuration Management

This course provides managers and functional staff with the knowledge of how to apply Configuration Management (CM) successfully. It includes the interrelationship of CM to life cycle design activities and logistics support. LOG 204 provides an overview of the concepts and basic practices of CM, including configuration identification, audits, control, status accounting, as well as data management. Impacts on CM by Acquisition Reform, the integrated data environment, open systems, and commercial/nondevelopmental items are discussed. Continuing scenario exercises trace CM in the technical development, production, and support of a system. Requirements to design, develop, implement, and operate a CM program are discussed.

Objectives: Students who successfully complete this course will be able to:

- apply CM oversight as a tool in the Integrated Process and Product Development (IPPD) effort for system management; and,
- when given a scenario, utilize the IPPD approach to manage the configuration for a system during its life cycle.

Who Should Attend: This assignment-specific course is for logisticians and systems engineers involved in the development of systems and life cycle support.

Prerequisite: ACQ 201

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: QMB

LOG 235A
Performance Based Logistics, Part A

Performance Based Logistics, Part A, provides a dynamic, real time, learning environment oriented toward developing managerial and technical logistics competencies in the areas of performance-based product support; business case analysis; continuous modernization; supply chain management; configuration management; enterprise integration; commercial integration; support options; and reliability, maintainability, and supportability. It challenges the student to review current policy and guidance and demonstrate an understanding of how early integration of performance-based support concepts into the system development process leads to achievement of DoD's strategic logistics goals. It is intended for the mid-level logistics professional needing the skills required to excel in today's demanding and dynamic product support environment.

Objectives: Students who successfully complete this course will understand performance-based product support; business case analysis; continuous modernization; supply chain management; configuration management; enterprise integration; commercial integration; support options; and reliability, maintainability, and supportability.

Who Should Attend: LOG 235A is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite: LOG 201B (It is recommended that students have acquisition logistics experience as outlined in DoD 5000.52M and be currently assigned, or expected to be assigned, to an acquisition logistics position.)

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: JHL

LOG 235B
Performance Based Logistics, Part B

Performance Based Logistics, Part B, provides a dynamic, group-based and facilitated learning environment oriented toward further development of managerial and technical logistics competencies introduced in LOG 235A. The course provides the student with the tools and techniques required to design, develop, and implement performance-based support at the system, subsystem, or commodity level in both new acquisition and legacy systems. It challenges the student to critically think and differentiate among possible support alternatives and provide group-based solutions to ensure the early integration of performance-based product support in the system development process. These skills are refined by instructor-facilitated student group exercises and discussions.

Objectives: Students who successfully complete this course will be able to:

- apply knowledge of the concepts, policies, and practices of Performance Based Logistics (PBL);
- identify the relationship between logistics functions and processes, such as configuration management, supply chain management, commercial integration, continuous modernization, enterprise integration, and reliability, maintainability, and supportability;
- understand the basic concepts of business case analysis and its application in assessing and determining potential performance-based support alternatives; and
- understand the role and integration of PBL in the Future Logistics Enterprise environment.

Who Should Attend: LOG 235A is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Students should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisites: LOG 235A (It is recommended that students have life cycle logistics experience as outlined in DoD 5000.52M and be currently assigned or expected to be assigned to a life cycle logistics position.)

Length: 4-1/2 class days

Method of Delivery: Resident

PDS Code: RGY

LOG 304

Executive Life Cycle Logistics Management

Executive Life Cycle Logistics Management prepares the acquisition and sustainment life cycle logistician to perform in executive-level logistics management and policy-making positions. Students are required to conduct research and perform critical thinking in a small group decision-making environment. Students engage in dynamic, fast-paced case study exercises addressing complex relationships among life cycle logistics support planning, acquisition policy, requirements determination, program management, performance-based contracting, and funds management.

Objectives: Students who successfully complete this course will be able to:

- serve as proactive, credible, and influential life cycle logisticians;
- distinguish the life cycle logistician's functions during each phase of the life cycle;
- identify the elements of and the life cycle logistician's roles in the systems engineering process;
- analyze and integrate major acquisition and sustainment policy requirements from the executive-level logistics perspective; and
- understand the integration of the components of the Future Logistics Enterprise.

Who Should Attend: This course is for Level II certified Life Cycle Logisticians who are military officers, O-3 and above, or DoD civilians, GS-11 and above, and industry counterparts.

Prerequisite: LOG 235B

Precourse Material: Precourse assignment materials will be provided via the Internet prior to students attending the class. Students will receive instructions on how to access these materials. All students will submit and brief (5 to 10 minutes) an executive-level paper on a contemporary logistics initiative during the course. It is strongly recommended that students complete the written portion of this assignment prior to attending class.

Length: 9 class days

Method of Delivery: Resident/On-site

PDS Code: AH1

PMT 202

Multinational Program Management

This course prepares students to be effective in an international defense acquisition program. The Multinational Program Management course emphasizes the U.S. policy of encouraging armaments cooperation and enhancing interoperability with our allies. Key national, DoD, and Service policies on international cooperative development, production, and support are explored.

Objectives: Students who successfully complete this course will be able to:

- comprehend the requirements necessary to participate effectively in an acquisition program that involves participation by foreign governments and their industry;
- understand key national, DoD, and Service policies on international cooperative development, production, and logistics; and
- recognize the various international defense programs related to acquisition (data exchanges, Nunn Amendment Programs, foreign comparative testing, coalition warfare programs, bilateral and multilateral projects and programs, and security assistance – Foreign Military Sales (FMS)); and
- prepare, formulate, and support an FMS/DCS/cooperative or hybrid international program.

Who Should Attend: This assignment-specific course is for all acquisition personnel who require international acquisition training at Level II for any career field, including program managers and program management staff, key government laboratory and center personnel, Defense and Service headquarters staff, and Office of Defense Cooperation personnel and attachés.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAJ

PMT 203

International Security and Technology Transfer/Control

This course provides a comprehensive overview of U.S. law, policy, and regulations that govern International Security and Technology Transfer/Control (ISTT/C). Students will learn the procedures for the export and import of defense and dual-use equipment and services, for handling classified and controlled unclassified program information, and for foreign visit control. PMT 203 is designed for the acquisition professional, including program office personnel, Defense and Service headquarters staff, and Defense cooperation personnel and attachés associated with international acquisition. The course has five components: acquisition documentation; security and data transfer; export/import licensing; contractor operations; and laws, policies, and procedures.

Objectives: Students who successfully complete this course will be able to:

- identify, analyze, and apply the laws, policies, and processes necessary to develop system and contractor classification guidance for the control of critical program information;
- understand the national security policy issues and export/import licensing constraints, as defined by the Departments of State, Commerce, Treasury, and Customs, and evaluate their effects on domestic and international DoD programs;
- recognize hostile and friendly foreign power elicitation and technology collection methods and techniques and develop methods of protecting information; and
- describe the U.S. Government's ownership, usage, and transfer rights to foreign governments and contractors for intellectual property.

Who Should Attend: This assignment-specific course is for all acquisition personnel who require international acquisition training at Level III for any career field. The course is also appropriate for foreign liaison office personnel or DoD representatives who deal with other nations or international agencies.

Prerequisite: None

Security Clearance: A SECRET security clearance is required. Due to security restrictions, allied students may not attend under most circumstances.

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAK

PMT 250

Program Management Tools

The Program Management Tools course provides application skills needed in a program office or as an Integrated Product Team (IPT) lead. It is a follow-on to ACQ 201B and is designed to enhance journeyman-level skills. It is required, along with ACQ 201B, for Level II certification in Program Management (PM) and also prepares students for later work in the Level III Program Management Office Course, PMT 352, Parts A and B.

Objectives: Students who successfully complete this course will be able to:

- apply best practices for establishing effective IPTs,
- develop Work Breakdown Structures (WBSs),
- build program schedules and apply risk management principles using state-of-the-industry software,
- apply current cost estimating processes,
- perform contract planning and post-award activities, and
- use earned value tools and techniques for program planning and control.

Who Should Attend: Target attendees are civilians, GS-12/13, and military officers, O-3/O-4, in the PM career field. Lower grades may apply if they have completed ACQ 201B. Personnel who were certified Level II in PM prior to 1 October 2001, or are certified Level III in other career fields, who want to take PMT 352, Parts A and B, may obtain credit for PMT 250 by passing an equivalency exam. Students may apply for the exam by selecting the correct category at http://www.dau.mil/registrar/apply.asp and, once on the registration site, clicking on "Prepare Applications." The exam may be taken only one time.

Prerequisite: ACQ 201B

Length: This is a nonresident, distance learning course available through the Internet. The course length is 73 calendar days. Students must complete modules 1–8 (consisting of about 56 hours of work) within 60 calendar days of the start date. Module 9 is an exercise-based "virtual classroom" using a combination of teleconferences and the Internet and requiring 24 hours of work over the last 4 days of the course. There is a 9-day gap between the online portion (days 1 through 60) and the virtual classroom (days 70 through 73).

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: PGM

PMT 304

Advanced International Management Workshop

Reinforcing and advancing the principles of collective defense through armaments cooperation, the Advanced International Management Workshop explores issues associated with international negotiation of cooperative acquisition project agreements.

Objectives: Students who successfully complete this course will be able to:

- synthesize and integrate key Presidential, congressional, and Service policies on international cooperative defense acquisition agreements as well as the policies of the Departments of Defense, State, Commerce, and Treasury; and
- formulate and negotiate a complete international acquisition agreement in accordance with U.S. policies.

Who Should Attend: This assignment-specific course is for all acquisition personnel who require international acquisition training at Level III for any career field. Because this is an advanced-level workshop, attendees should understand U.S. domestic and international defense acquisition. This course targets positions of responsibility in international, or potentially international, programs ranging from simple data exchange agreements to complex cooperative development, production, and support programs.

Note: Due to security restrictions, allied students are ineligible to attend under most circumstances.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAL

PMT 352A

Program Management Office Course, Part A

The Program Management Office Course (PMOC), Part A, is the first part of the Level III certification course in the Program Management (PM) career field. It is a follow-on to ACQ 201B and PMT 250 and is designed to train Level II qualified students to be effective PM Level III leaders in a program office by honing analysis, synthesis, and evaluative skills. PMT 352A focuses on key PMO knowledge and skills not covered in the prerequisite courses.

Objectives: Students who successfully complete this course will be able to:

- describe the role of science and technology in supporting the system acquisition process;
- understand Information Technology (IT) policy, best practices, information assurance measures, and interoperability considerations;
- describe current manufacturing and logistics concepts and best practices such as lean manufacturing and supply chain management; and
- explain appropriate management and decision-making models to aid in addressing various acquisition program issues (business and financial; international; environmental, safety and health; etc.).

Who Should Attend: Target attendees are civilians, GS-13/14, and military officers, O-4/O-5, in the PM career field. Personnel certified at Level III in other career fields desiring to take PMOC for Level III PM certification must first complete PMT 250.

Prerequisite: PMT 250

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 120 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: BZH

PMT 352B

Program Management Office Course, Part B

The Program Management Office Course (PMOC), Part B, is the second part of the Level III certification course in the Program Management (PM) career field. PMOC is a follow-on to ACQ 201 and PMT 250. The classroom component of PMOC, PMT 352B, follows PMT 352A, which is the prerequisite distance learning component of PMOC. These courses are designed to train Level II qualified students to be effective PM Level III leaders in a program office by honing analysis, synthesis, and evaluative skills. PMT 352B features scenario-based practical exercises with topical themes, such as interoperability, prototyping, and evolutionary acquisition.

Objectives: Students who successfully complete this course will be able to:

- lead and contribute to effective teams in a DoD PMO;
- apply critical-thinking and problem-solving skills to system acquisition problems throughout a defense systems life cycle;
- understand, analyze, and develop solutions to cost, schedule, and performance issues faced in defense program management; and
- evaluate the tradeoffs in program decisions in compliance with DoD 5000 Series directives.

Who Should Attend: Target attendees are civilians, GS-13/14, and military officers, O-4/O-5, in the PM career field.

Prerequisite: PMT 352A

Length: 6 weeks

Method of Delivery: Resident

PDS Code: BZJ

PMT 401

The Program Manager's Course

This course is an intense, highly integrated 10-week case-study-based learning experience. Group discussions, distinguished guest practitioners, team projects, exercises, simulations, study groups, and an elective program enable the learner to customize a portion of the course. Time will be available to internalize the material through independent study and informal work with peers. Course content will rely upon challenges, problems, and dilemmas derived from extensive current interviews with Program Managers (PMs), Program Executive Officers (PEOs) and other stakeholders. The dilemmas will be those that course graduates can expect to confront when they return to their workplaces.

Objectives: Learners who successfully complete this course will be able to:

- apply critical thinking when confronted by problems and dilemmas on a day-to-day basis,
- lead and integrate disparate functional groups and develop a cohesive team capable of coping with the complex problems common to Program Management Offices (PMOs) and PEOs, and
- identify and apply best business practices to achieve win-win relationships with industry partners.

Who Should Attend: This course is designed for specially selected Level III certified PM career field members who have demonstrated the potential to become managers or deputies of ACAT I or II programs or managers of major ACAT III programs. Other specially selected DoD AT&L workforce members who are motivated and capable of becoming managers of major integrated product teams, department or division heads in acquisition commands, or senior managers in laboratories and/or research and development centers also may attend. This assignment-specific course is statutorily required for newly selected PEOs, DPEOs, and PMs/DPMs of ACAT I, IA, and II programs. Participants must be O-5/GS-14 or above with extensive experience in acquisition, including 4 years in, or in direct support of, a PMO.

Prerequisite: PMT 352B for PM career field; recommended for other career fields

Security Clearance: A SECRET clearance is required.

Length: 10 Weeks

Method of Delivery: Resident

PDS Code: PGN

PMT 402
Executive Program Manager's Course

This is an assignment-specific course designed to meet the learning and performance needs of newly selected Program Executive Officers (PEOs), Deputy PEOs (DPEOs), and ACAT I (ID/IC and IAM/IAC) and II Program Managers (PMs)/Deputy Program Managers (DPMs). Skills and behaviors are developed through a concentrated 4-week resident period preceded by approximately 60 days of self-assessment and assessment of your program and program office.

Objectives: Students who successfully complete this course will be able to:

- complete a comprehensive assessment of their programs, program offices, and of themselves;
- identify program and program office issues;
- fill knowledge needs and work issues; and
- develop a plan of action to better manage their programs, program offices, and professional development.

Who Should Attend: This assignment-specific course is statutorily required for newly selected PEOs; DPEOs; and ACAT I, IA, and II PMs/DPMs prior to assuming the position. ACAT III PMs/DPMs, allied personnel, and industry students are eligible to attend on a space-available basis.

Prerequisites: Either PMT 302 or PMT 352B and PMT 401

Length: PMT 402A – 2-day resident workshop; PMT 402B – 20 class days

Method of Delivery: Resident

PDS Code: AH2

PMT 403
Program Manager's Skills

During the Program Manager's Skills course, students assess their program and personal skills, update their functional knowledge, and examine lessons learned from recent programs. PMT 403 focuses on the use of the survival skills necessary to manage a DoD acquisition program effectively.

Objectives: Students who successfully complete this course will be able to:

- identify and prioritize the top issues they will face during their first 6 to 12 months as a program manager;
- create a plan, including resources and metrics, to address those issues; and
- understand how the current acquisition system operates and know how to operate effectively within it.

Who Should Attend: This assignment-specific course is for ACAT III program/project managers and their deputies. Allied and industry students are encouraged to attend on a space-available basis.

Prerequisite: PMT 302 or PMT 352B

Length: 10 class days

Method of Delivery: Resident

PDS Code: BU8

PQM 101

Production, Quality and Manufacturing Fundamentals

Production, Quality and Manufacturing Fundamentals is an entry-level course that emphasizes basic production, manufacturing, and quality assurance principles, policies, processes, and practices.

Objectives: Students who successfully complete this course will be able to:

- understand the multifunctional roles inherent in this career field; and
- describe manufacturing and quality processes, scheduling and control techniques, and various quality and production surveillance activities.

Who Should Attend: This course is for industrial specialists, industrial engineers, quality assurance specialists, production officers, production specialists, contract administrators, and others involved with, and responsible for, production and quality.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: BU2

PQM 103

Defense Specification Management

Defense Specification Management covers DoD policies and procedures for the development, management, and use of nongovernment standards, commercial item descriptions, specifications, and standards. Emphasis is placed on interoperability, market research, use of commercial/nondevelopmental item alternatives, use of performance specifications, International Standardization Agreements, and the Single Process Initiative.

Objectives: Students who successfully complete this course will be able to:

- use DoD policy for stating performance-based requirements,
- develop requirements documents that promote the use of commercial products and practices,
- use market research in creating new documents and revising existing documents that support acquisitions,
- apply DoD policy in managing standardization documents, and
- develop and apply standardization documents to meet essential user needs as best value to the government.

Who Should Attend: This assignment-specific course is designed for DoD acquisition personnel actively involved in the development or management of specifications, standards, handbooks, commercial item descriptions, or nongovernment standards.

Prerequisite: None

Recommended: ACQ 101

Length: 8-1/2 class days

Method of Delivery: Resident/On-site

PDS Code: BAP

PQM 104

Specification Selection and Application

The Specification Selection and Application course provides instruction on the appropriate selection and correct application of nongovernmental standards, commercial item descriptions, specifications, standards, and related documents in the acquisition process. Emphasis is placed on current acquisition initiatives, such as interoperability and the proper use of standardization documents.

Objectives: Students who successfully complete this course will be able to:

- apply DoD objectives, policies, and procedures for the proper use of standardization documents;
- make well-informed standardization decisions using a variety of automated tools and decision-tree techniques; and
- identify, locate, and obtain standardization documents.

Who Should Attend: This assignment-specific course is designed for personnel who are involved in setting requirements and making standardization decisions or for those who use specifications and standards but are not actively involved in the development or management of requirements documentation.

Prerequisite: None

Length: 2 class days

Method of Delivery: Resident/On-site

PDS Code: PGH

PQM 201A

Intermediate Production, Quality and Manufacturing, Part A

This journeyman-level course exposes students to manufacturing and quality processes, production scheduling and control techniques, surveillance activities, and systems-level production and quality planning. Course content includes the contracting aspects of the job; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Objectives: Students who successfully complete this course will be able to:

- review integrated management plans for manufacturing and quality requirements;
- understand the technical aspects of cost estimating, activity-based costing, and physical progress reviews;
- identify the concepts that apply to lean manufacturing, the theory of constraints, and other production management and material control techniques; and
- address issues related to quality audits, nonconforming material, and other quality topics.

Who Should Attend: This course is required for Level II certification in Production, Quality, and Manufacturing; it is also for production, quality, or engineering personnel providing pre- or post-award technical support.

Prerequisites: ACQ 201B and PQM 101

Recommended: At least 2 years of production or quality management experience after Level I certification.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: BZK

PQM 201B

Intermediate Production, Quality and Manufacturing, Part B

This journeyman-level course requires students to apply the manufacturing and quality planning processes and techniques learned in PQM 201A. Students will work in integrated product teams to develop manufacturing and quality plans, apply lean techniques, apply cost estimating techniques, and make progress payment recommendations based on completion of a physical progress review. Course content includes the contracting aspects of the job; planning for manufacturing and quality; lean concepts; material control; and technical, ethical, and quality issues.

Objectives: Students who successfully complete this course will be able to:

- apply production and quality requirement of the Federal Acquisition Regulation (FAR) and Defense FAR Supplement (DFARS),
- prepare and review integrated management plans for manufacturing and quality requirements,
- audit a supplier's quality manual against a commercial quality standard,
- apply the concepts of lean manufacturing, and
- apply various quantitative tools and techniques to perform a capability analysis and propose recommendations for improvement.

Who Should Attend: This course is required for Level II certification in Production, Quality, and Manufacturing; it is also for production, quality, or engineering personnel providing pre- or post-award technical support.

Prerequisite: PQM 201A

Recommended: At least 2 years of production or quality management experience after Level I certification.

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: BZL

PQM 202

Commercial and Nondevelopmental Item Acquisition Course for Technical Personnel

The Commercial and Nondevelopmental Item (C/NDI) Acquisition Course for Technical Personnel focuses on tools and techniques used by engineering, logistics, and related technical personnel for identifying and evaluating C/NDI alternatives throughout the acquisition process. It provides instruction on requirements definition, acquisition strategy development, support planning, and the use of market acceptability criteria for C/NDI acquisitions.

Objectives: Students who successfully complete this course will be able to:

- employ market research to determine the appropriateness of commercial or nondevelopmental items for satisfying users' needs, and
- plan an acquisition strategy for the management of commercial and nondevelopmental items.

Who Should Attend: This assignment-specific course is designed for acquisition personnel who are in the Program Management; Systems Planning, Research, Development and Engineering; Life Cycle Logistics; Test and Evaluation; Production, Quality and Manufacturing; and related career fields in planning and managing the acquisition of commercial and nondevelopmental items.

Prerequisite: None

Recommended: ACQ 101

Length: 2 class days

Method of Delivery: On-site

PDS Code: PAM

PQM 203

Preparation of Commercial Item Descriptions for Engineering and Technical Personnel

This course presents instruction on the preparation and use of Commercial Item Descriptions (CIDs), including characterization of commercial items, the development and use of market acceptability criteria, and the development of performance-based salient characteristics. Current policy on the use of CIDs and performance specifications is discussed.

Objectives: Students who successfully complete this course will be able to:

- employ market research to develop a performance-based CID or other suitable performance-based document for describing commercially available products acceptable for meeting the users' needs, and
- implement appropriate DoD policies in this area.

Who Should Attend: This assignment-specific course is designed for acquisition personnel who are in the Program Management; Systems Planning, Research, Development and Engineering; Life Cycle Logistics; Test and Evaluation; Production, Quality and Manufacturing; and related career fields and who are involved in generating product descriptions for commercial and nondevelopmental items or in determining the commerciality of an item.

Prerequisite: None

Length: 1 class day

Method of Delivery: On-site

PDS Code: PAN

PQM 212

Market Research for Engineering and Technical Personnel

The Market Research for Engineering and Technical Personnel course describes market research from the perspective of technical personnel. It explains the practical value and discusses the government mandate to conduct market research. The course addresses market research team membership, sources for obtaining market data, and techniques for technical evaluation and documentation of market information.

Objectives: Students who successfully complete this course will be able to:

- plan and conduct market surveillance within a commodity or technical area, and
- plan and conduct a market investigation for a specific acquisition requirement.

Who Should Attend: This assignment-specific course is designed for acquisition personnel who are in the Program Management; Systems Planning, Research, Development and Engineering; Life Cycle Logistics; Test and Evaluation; Production, Quality and Manufacturing; and related career fields and who are involved in developing acquisition requirements, conducting tradeoff evaluations with users, or determining the commerciality of supplies or services.

Prerequisite: None

Recommended: ACQ 101

Length: 2 class days

Method of Delivery: Resident/On-site

PDS Code: PGK

PQM 301

Advanced Production, Quality and Manufacturing

This course is structured around integrated product development and concurrent engineering acquisition approaches. During PQM 301, decision-making issues relevant to successfully managing three core technical tasks in DoD acquisition — systems and process development, manufacturing, and product quality management — are investigated.

Objectives: Students who successfully complete this course will be able to:

- evaluate modern distributed manufacturing management practices;
- fully understand the use and application of best manufacturing practices, such as supply chain management, e-manufacturing, and lean manufacturing;
- use case studies, discussions, and class exercises to apply basic design of experiments, modeling and simulation, quality function deployment, statistical process control, six sigma, and design-build principles; and
- understand the use of DoD e-commerce policy and information technology to leverage the integrated digital environment to support technical and business operations.

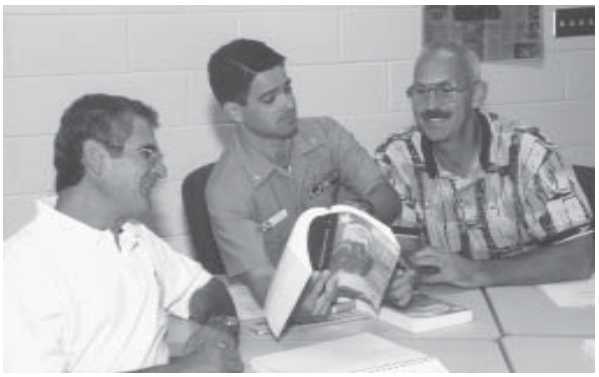
Who Should Attend: This class is for civilians, GS-13 and above, and military officers, O-3 to O-6.

Prerequisite: PQM 201B

Length: 10 class days

Method of Delivery: Resident

PDS Code: HV2



SAM 101

Basic Software Acquisition Management

Basic Software Acquisition Management covers software acquisition/development risks, DoD regulatory and technical frameworks, software and system architectures, and software development life cycle and integration processes. Software standards, measurements, testing, security, quality issues, process maturity, as well as "best practices" for the management of software-intensive systems are also reviewed.

Objectives: Students who successfully complete this course will be able to:

- define software acquisition management specific terms and concepts;
- recognize software development models, paradigms, and strategies appropriate for use in software-intensive acquisitions; and
- reference information sources of software acquisition management policies, standards, and best practices.

Who Should Attend: This assignment-specific course is open to all military officers, O-1 through O-3, and DoD civilians, GS-9 and below, working in, or selected for, software acquisition management positions. This course is mandatory for those serving in Level I acquisition positions whose duties include software acquisition management. Additionally, it is an excellent introductory course for personnel of any rank/grade or acquisition career field level who are involved in the management of a DoD software-intensive system.

Prerequisite: ACQ 101 (waived for Level II or Level III certified personnel)

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: JHB

SAM 201

Intermediate Software Acquisition Management

Using in-depth integrated product team case studies, labs, and exercises supplemented by lecture and group discussion, students learn how to manage DoD software-intensive systems. They also learn to apply a variety of real-world software acquisition management "best practices." Topics include requirements management, architectures, cost estimation, vendor qualification, metrics, process maturity, quality, testing, and more.

Objectives: Students who successfully complete this course will be able to:

- apply acquisition strategies used for software and software-intensive systems,
- evaluate factors related to software architecture and systems architecture,
- perform domain analysis on a software-intensive system acquisition,
- assess program software life cycle planning and test program planning factors,
- apply requirements management and risk mitigation,
- illustrate the value of modeling and simulation in requirements analysis, and
- analyze software performance measures.

Who Should Attend: This assignment-specific course is open to all military officers, O-3 through O-5, and DoD civilians, GS-9 through GS-12, working in, or selected for, software acquisition management positions. This course is mandatory for those who serve in Level II acquisition positions and who have duties that include software acquisition management.

Prerequisites: ACQ 201B and SAM 101

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: JHC

SAM 301

Advanced Software Acquisition Management

Advanced Software Acquisition Management is the capstone course in the DAU Software Acquisition Management sequence. This seminar-based course is for senior personnel who acquire, engineer, test, and evaluate DoD software-intensive systems. SAM 301 is also for acquisition professionals interested in gaining a comprehensive insight into the risks and issues associated with developing and implementing complex DoD software systems.

Objectives: Students who successfully complete this course will be able to:

- analyze the causes of cost, schedule, and performance problems in large software efforts;
- examine differences between commercial software acquisition efforts and DoD efforts;
- develop an ability to recognize and selectively adopt commercial practices;
- understand the organizational and cultural dynamics of program offices and software development teams;
- evaluate the suitability of alternative organization structures, including integrated product teams;
- evaluate and select software metrics that will provide insight into program status and facilitate early detection of potential problems; and
- assess Federal and DoD Acquisition Reform movements and incorporate new policies.

Who Should Attend: This assignment-specific course is required for software acquisition personnel who serve in the software acquisition field as Level III managers or technical experts. Civilians, GS/GM-13 to GS/GM-15, and military officers, O-4 to O-6, are appropriate.

Prerequisite: SAM 201

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: BU9

STM 301
Program Management for S&T Managers

This course provides an understanding of the procedures and mechanisms used to transition advanced technologies into warfighting systems. Personnel associated with Science and Technology (S&T) program management will be able to understand the challenges presented in the weapons systems acquisition process, assess the implications of various technology transition mechanisms, and apply effective technology transition practices.

Objectives: Students who successfully complete this course will be able to:

- understand the challenge presented in the weapons systems acquisition process,
- assess the implications of various technology transition mechanisms, and
- apply effective technology transition practices.

Who Should Attend: Personnel whose duties include developing overall program goals for S&T funds; acquiring the services of scientists, engineers, and technical support personnel to perform S&T research for DoD; providing funds and oversight of the S&T performers, including universities, industry, and Federal Government organizations; and interfacing with the technology customers to expedite the transition of technology to the user. This course is recommended for civilians, GS-13 to SES, and military officers, O-4 to O-7.

Prerequisite: None

Recommended: ACQ 101 is highly recommended

Length: 3 class days

Method of Delivery: Resident

PDS Code: PGP

STM 302
Systems Engineering for S&T Managers

Systems Engineering for S&T Managers provides an understanding of the procedures and mechanisms used to transition advanced technologies into warfighting systems. Personnel associated with Science and Technology (S&T) program management will be able to apply the critical skills of the Systems Engineering and Integrated Product and Process Development (IPPD) processes. They will also assess the implications of various technology transition mechanisms and apply effective technology transition practices.

Objectives: Students who successfully complete the course will be able to:

- apply the principles of Systems Engineering Management and its various tools such as:
  - Systems Engineering Process
  - Configuration Management and Technology Readiness
  - Risk Management
  - Trade Studies
  - Value Analysis
  - Six Sigma
  - Quality Function Deployment
  - Design of Experiments
- assess the implications of various technology transition mechanisms using the IPPD process, including integrated product teams; and
- apply effective technology transition practices, such as transition exit criteria, transition plans, affordability analyses, and cost schedule reporting.

Who Should Attend: This course should be taken by personnel desiring certification at Level III and whose duties include: (1) developing overall program goals for S&T funds; (2) acquiring the services of scientists, engineers, and technical support personnel to perform S&T research for DoD; (3) providing funds and oversight of the S&T performers, including universities, industry, and Federal Government organizations; and (4) interfacing with the technology customers to expedite the technology transition to the user.

Prerequisite: STM 301

Length: 3 class days

Method of Delivery: Resident/On-site

PDS Code: PGR

SYS 201A

Intermediate Systems Planning, Research, Development and Engineering, Part A

This journeyman-level course exposes students to systems engineering and associated topics. Course content includes the systems engineering process; systems engineering planning; technology insertion; risk management; trade studies; configuration management; cost containment; technical reviews; and Environmental, Safety, and Occupational Health (ESOH).

Objectives: Students who successfully complete this course will be able to:

- understand the systems engineering process,
- know the associated systems engineering technical activities,
- evaluate a Hazardous Material Management Plan and identify ESOH issues that need further clarification, and
- develop and defend a technical review checklist.

Who Should Attend: This course is required for Level II Systems Planning, Research, Development and Engineering certification.

Prerequisite: ACQ 201B

Recommended: At least 2 years of Systems Planning, Research, Development and Engineering experience

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: RGW

SYS 201B

Intermediate Systems Planning, Research, Development and Engineering, Part B

This journeyman-level course requires students to apply the Systems Planning, Research, Development and Engineering processes and techniques learned in SYS 201A. Students will work in integrated product teams to apply the systems engineering process and its associated technical activities.

Objectives: Students who successfully complete this course will be able to:

- conduct a requirements analysis for a given need,
- prepare Functional Analysis and Allocation and Synthesis tools for a given scenario,
- apply the acquisition risk management process,
- propose trade study methodologies, and
- develop technical performance measures.

Who Should Attend: This course is required for Level II Systems Planning, Research, Development and Engineering certification.

Prerequisite: SYS 201A

Recommended: At least 2 years of Systems Planning, Research, Development and Engineering experience.

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: RGX

SYS 301

Advanced Systems Planning, Research, Development and Engineering

Designed for senior DoD acquisition personnel, this course emphasizes an understanding of science, technology, and the systems engineering processes throughout a systems life cycle by using relevant case studies and exercises involving all acquisition phases and milestones. Participants employ the proven principles and tools of systems engineering requirements analyses, risk management, technical performance measures, tradeoff analyses, configuration and data management, and technical reviews. Advanced tools, such as integrated product teams, modeling and simulation, and open systems architectures, further facilitate managing the developing system.

Objectives: Students who successfully complete this course will be better able to:

- analyze and solve senior-level technical problems;
- forecast cost, schedule, performance, and risk issues across the acquisition life cycle;
- integrate program office activities; and
- manage technology obsolescence, advanced technology tools, and Acquisition Reform implementation.

Who Should Attend: This course is for DoD civilians, GS-13 and above, and military officers, O-3 to O-6, who are Level II certified in the Systems Planning, Research, Development and Engineering (SPRD&E) career field. Equivalent industry acquisition managers are also eligible. The course is mandatory for Level III certification in the SPRD&E – Systems Engineering career field.

Prerequisite: SYS 201

Length: 10 class days

Method of Delivery: Resident/On-site

PDS Code: HV1

TST 101

Introduction to Acquisition Workforce Test and Evaluation

Emphasizing the basic Test and Evaluation (T&E) principles, policies, and practices used by the DoD, TST 101 introduces students to the relationship of T&E to other systems acquisition disciplines and program management. The types of testing covered include developmental, operational, and live-fire.

Objectives: Students who successfully complete this course will be able to:

- capably interact with program managers regarding T&E issues and more effectively function within the acquisition process;
- thoroughly understand T&E's role as a feedback mechanism and management tool for the design/engineering/development process; and
- understand the DoD's T&E process and the Test and Evaluation Master Plan (TEMP).

Who Should Attend: This course is designed for engineers and project management personnel who have had at least 1 year of acquisition experience, including civilians, GS-5 to GS-9, and their military equivalents.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course that is available through the Internet. Students must complete the course within 60 calendar days of the start date.

Method of Delivery: Distance Learning – See "Online Courses" on page 12.

PDS Code: PC5

TST 202
Intermediate Test and Evaluation

Problem-solving situations are used to engage students in the use of Test and Evaluation (T&E) concepts, principles, and theories. Course topics include the role of T&E in systems acquisition, planning, experimental design, measurement of systems' effectiveness and suitability, instrumentation, and data collection and management. Reliability, maintainability, and availability of systems; analysis and evaluation; live fire; software; modeling and simulation; and T&E of alternative acquisitions are also covered in the course.

Objectives: Students who successfully complete this course will be able to:

- identify current laws, policy, and guidance for T&E and relate these topics to their own programs;
- identify source documents for system requirements;
- develop T&E objectives and issues;
- apply appropriate tools and techniques for conducting developmental and operational T&E in support of system development;
- identify techniques for designing simple experimental processes; and
- perform elementary analytical procedures on test data.

Who Should Attend: T&E engineers, scientists, operations researchers, computer scientists, other technical personnel, and project organization personnel who have 2 to 4 years of acquisition experience with at least half of their experience in T&E should attend.

Prerequisites: ACQ 201B and TST 101

Length: 5 class days

Method of Delivery: Resident/On-site

PDS Code: QMI

TST 301
Advanced Test and Evaluation

This course is comprised of student-centered learning with limited instructor-based lectures that introduce significant current Test and Evaluation (T&E) events. Student-generated issues are used during a video teleconference discussion with Office of the Secretary of Defense (OSD) T&E officials. Work group and class discussion leads to development of presentations dealing with current T&E topics, such as new technologies, lessons learned, and current issues in DoD T&E.

Objectives: Students who successfully complete this course will be able to:

- generate OSD-level issues and discuss these issues with OSD officials;
- use technology, including the Internet, to obtain pertinent T&E information and prepare assignments;
- research, prepare, and present briefings on current T&E topics;
- assess the impact of the Press, General Accounting Office, the Congress, and OSD officials on ethics and integrity standards relative to T&E and DoD acquisition; and
- prepare test plans and analyze test results based on statistical methodologies.

Who Should Attend: This course is for T&E engineers, scientists, operations researchers, computer scientists, and other technical personnel and project organization personnel who have at least 4 to 8 years of acquisition experience, with at least half of that experience in T&E.

Prerequisite: TST 202

Precourse Assignments: Students must satisfactorily complete five precourse assignments before being admitted into the resident portion of this course.

Length: 5 class days

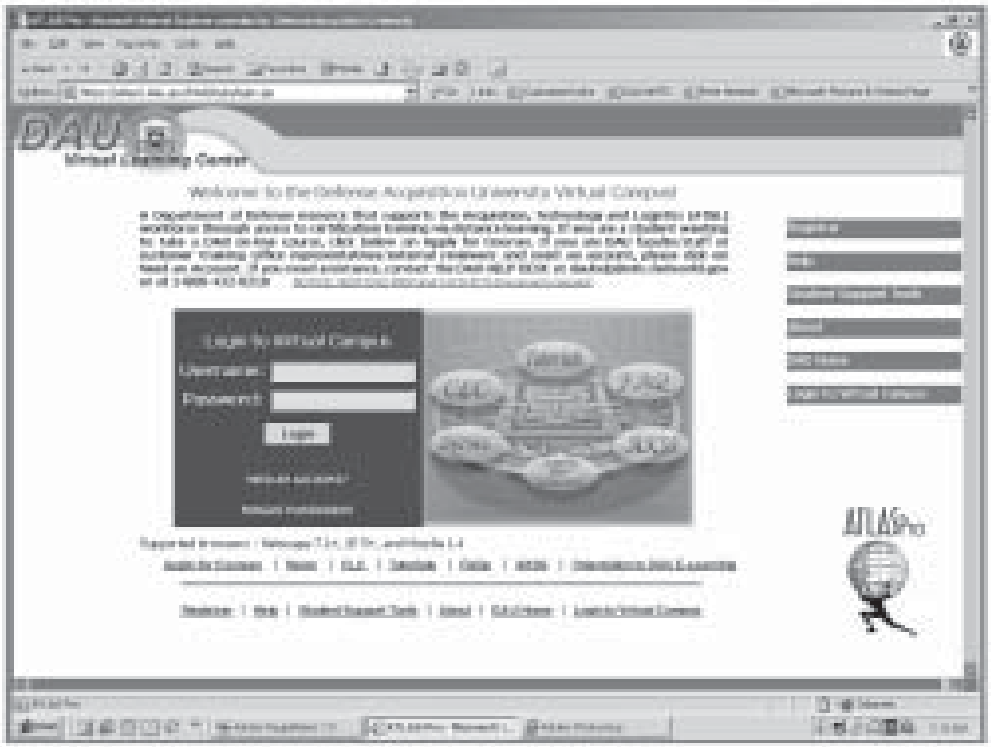
Method of Delivery: Resident/On-site

PDS Code: QL9

Distance Learning Courses

Fifteen exclusively online courses are currently provided by DAU. Nine more courses that are a combination of distance learning and resident training are also offered. These "hybrid courses" usually consist of online or correspondence work (Part A) that is followed by resident or on-site training (Part B). For hybrid courses, attendance in the classroom portion is dependent on successful completion of the distance learning portion, and completion of both parts is required to obtain full credit for career field certification. A list of the courses currently conducted via distance learning follows:

ACQ 101	Fundamentals of Systems Acquisition Management
ACQ 201A	Intermediate Systems Acquisition, Part A
BCF 102	Fundamentals of Earned Value Management
BCF 103	Fundamentals of Business Financial Management
BCF 209A	Acquisition Reporting Course, Part A
BCF 211A	Acquisition Business Management, Part A
CON 101	Basics of Contracting
CON 104A	Principles of Contract Pricing, Part A
CON 237	Simplified Acquisition Procedures
FE 201	Intermediate Facilities Engineering
IND 103	Contract Property Systems Analysis Fundamentals
IRM 101	Basic Information Systems Acquisition
LOG 101	Acquisition Logistics Fundamentals
LOG 102	Systems Sustainment Management Fundamentals
LOG 201A	Intermediate Acquisition Logistics, Part A
LOG 203	Reliability and Maintainability
LOG 235A	Performance Based Logistics, Part A
PMT 250	Program Management Tools
PMT 352A	Program Management Office Course, Part A
PQM 101	Production, Quality and Manufacturing Fundamentals
PQM 201A	Intermediate Production, Quality and Manufacturing, Part A
SAM 101	Basic Software Acquisition Management
SYS 201A	Intermediate Systems Planning, Research, Development and Engineering, Part A
TST 101	Introduction to Acquisition Workforce Test and Evaluation



Continuous Learning Opportunities

Currently DAU offers more than 50 Continuous Learning (CL) opportunities, including online, self-paced modules with assessments and certificates as well as presentations intended for awareness only. Links to modules from the Air Force Institute of Technology (AFIT), the General Services Administration (GSA), the Section 508 Initiative, and the Navy are also offered. Information regarding these opportunities is available at the Continuous Learning Center (CLC) Web site at http://clc.dau.mil.

DAU continually develops and adds new offerings to the CLC site. Check this Web site frequently to see what's new. A list of currently available CL opportunities follows:

Self-Paced Modules

Activity-Based Costing (ABC) — AFIT FIN 160 introduces Activity Based Costing and discusses the AFMC strategic planning process.

Affirmative Procurement (AP) Training, 2002 — AFCEE (EPA/Green Procurement) describes AP program requirements and actions to meet them.

Basic Math Tutorial for CON 104 and other DAU Courses summarizes incentives available to motivate both government program office personnel and contractor personnel to reduce acquisition response times.

COTS Acquisitions for Program Managers summarizes fundamental challenges organizations face when integrating commercial items to form a system.

Commercial Item Determination explores the commercial item determination process as outlined in the *Commercial Item Determination Handbook*.

Commercial Item Determination, CD ROM Students Only provides a post-test and certificate for those students who have completed the CD ROM course.

Commercial Item Determination: Executive Overview reviews the process outlined in the Commercial Item Determination Handbook.

Contracting Overview summarizes the market research process, the process for developing criteria or factors that teams will use to evaluate contractors during source selection, and the use of the uniform contract format.

Contractual Incentives focuses on the balance between government and industry goals and objectives in crafting an effective incentive strategy that delivers value to both parties.

Cost Estimating Overview discusses basic cost estimating tools and techniques.

Cost as an Independent Variable (CAIV) is designed to help develop a well-planned and informative CAIV plan.

Current Topics in Financial Management — AFIT FIN 150 is intended for product center and logistics center personnel involved with financial processes.

DoD 5000 Tutorial explains the new policies captured in DoD Directive 5000.1 and DoD Instruction 5000.2, which give acquisition decision makers greater authority to tailor program strategies to fit the needs of their programs.

DoD Government Purchase Card Tutorial presents the mandatory requirements and other guidelines to consider when using the Government Purchase Card.

DoD Government Purchase Card Tutorial, CD ROM Students Only provides a post-test and certificate for those who have completed the CD ROM course.

Earned Value Management System (EVMS) explains the application of Earned Value Management (EVM) in evaluating contractor cost and schedule performance.

Fiscal Law Tutorial provides training for personnel in legal, financial management, acquisition, and other fields who cannot attend a resident course but require a working knowledge of fiscal law.

Fundamentals of the Integrated Product Teams (IPTs) helps IPT members and leaders understand how to make IPTs more efficient and effective.

GSA SmartPay WBT — Purchase Card Program provides an overview of incentives available to motivate both government program office personnel as well as contractor personnel to reduce acquisition response times.

GSA SmartPay Purchase Cards A/OPC Training explains the role and responsibilities of an A/OPC.

Incentives for Reducing Acquisition Response Time — AFIT SYS 352 summarizes incentives available to motivate both government program office personnel and contractor personnel to reduce acquisition response times.

International Armaments Cooperation, Part 1 introduces the history and functioning of International Armaments Cooperation.

International Armaments Cooperation, Part 2 explains the International Agreement Process and the Defense Data Exchange Program.

International Armaments Cooperation, Part 3 discusses foreign participation in systems acquisition and production, cooperative logistics, and international environmental cooperation.

Introduction to Knowledge Management (Part A) provides an overview of the basic concepts of Knowledge Management (KM), the KM value proposition, and awareness of the tools and skills needed to work effectively within a knowledge sharing environment.

Introduction to Knowledge Management (Part B) teaches the skills, tools, and methods essential for effective knowledge management.

Introduction to Lean Enterprise Concepts explains lean enterprise concepts and techniques, the key to success for many corporations around the world in the 21st century.

Introduction to Reducing Total Ownership Costs (RTOC) provides an orientation to the RTOC requirement, definitions of key RTOC concepts, and descriptions of best practices, emphasizing RTOC from a systems perspective.

Javits-Wagner-O'Day (JWOD) Tutorial provides a better understanding of the JWOD Program, which helps people with disabilities obtain or maintain employment.

Market Research Training Modules explains market research and its importance in acquiring weapon and combat system capabilities better, cheaper, and faster.

Other Transactions Authority (OTA) for Prototype Projects: Comprehensive Coverage presents the mandatory requirements and other guidelines to consider when using OTA for Prototype Projects.

Other Transactions Authority (OTA) for Prototype Projects Overview summarizes the mandatory requirements and other guidelines to consider when using OTA for prototype projects.

P-Pro New DoD Systems Acquisition Process describes the new DoD systems acquisition process and the DoD 5000 series documents.

P-Pro Performance Based Payments, C-17 Program describes how performance-based payments were used by the Air Force and Boeing in the manufacture of the C-17 transport aircraft.

P-Pro: Market Research describes the process of market research as it is used to collect, organize, analyze, present, and maintain data for the purpose of maximizing the capabilities, technology, and competitive forces of the marketplace.

Past Performance Information addresses the rationale behind collecting past performance information, why it should be used, and how its use improves contractor performance.

Past Performance Information, CD ROM Students Only provides a post-test and certificate for those who have completed the CD ROM course.

Performance Based Payments (PBPs): Executive Overview presents an overview of the fundamental concepts of PBPs and the guidance necessary for implementing a PBP financing structure as part of a fixed-price contract.

Performance Based Logistics (PBL) presents PBL as the strategy of choice for product support.

Price Analysis Methods — AFIT QMT 110 presents the hierarchy of Federal Acquisition Regulation price analysis methods and includes information on performance-based payments.

Profit Policy Revisions addresses changes to DoD's profit policy as a result of DFARS Cases 2000-D300 and 2000-D018.

Risk Management introduces the probability/consequence screening risk management tool, used for assessing high, moderate, and low risk on program requirements.

Scheduling provides an introduction to the MS Project 2000 software.

Section 508 Awareness — Federal Information Technology (IT) Accessibility Training summarizes Section 508 and its effects and identifies resources for understanding and implementing the requirements of Section 508.

Section 803 Competition for Services addresses the new Section 803 Policy: Competition for Purchase of Services Pursuant to Multiple Award Contracts and is intended for all personnel involved with service contracts.

Six Sigma: Concepts and Process introduces the foundations of the Six Sigma quality control methodology created by Motorola to increase the productivity and quality of products and customer service processes.

Understanding and Utilizing Performance Based Payments (PBPs) presents the implementation of PBPs as a method of financing fixed-priced contracts following FAR guidelines.

Work Breakdown Structure (WBS) Overview addresses the *Program WBS* developed by the Program Management Office and the *Contract WBS* developed by the Contractor.

Briefings

Acquisition of Services introduces students to performance-based service contracting and the ways to communicate DoD service requirements.

Commercial Acquisition reinforces the latest guidance for commercial acquisitions, outlining the major changes to the contracting process brought about by the Federal Acquisition Streamlining Act of 1994 and the Clinger-Cohen Act of 1996.

Implementing Price-Based Acquisition examines how the contracting officer or contracting specialist can use price-based acquisition as a tool to streamline the source selection process.

Introduction to Interoperability provides an introduction to interoperability as it relates to requirements generation, including background, key definitions and concepts.

Course Predecessors

As DAU courses are updated for currency, they may undergo name changes, number changes, or even be replaced by a new course with very similar content. Some courses no longer offered by DAU qualify as "Predecessor Courses."

Students who have completed these courses may use them to meet prerequisite requirements and/or receive credit for them toward DAWIA certification. The following is a list of Predecessor Courses:

Course Number		Predecessor Course Title	Personnel Data System (PDS) Code
Current DAU	Predecessor		
ACQ 101	PMT 101	Fundamentals of Systems Acquisition Management	BB1
	DSMC-26	Fundamentals of Systems Acquisition Management	BB1
ACQ 201B	ACQ 201	Intermediate Systems Acquisition	JHA
	PMT 201	Intermediate Systems Acquisition	BB6
	DSMC-37	Intermediate Systems Acquisition	BB6
BCF 101	BCE 101	Fundamentals of Cost Analysis	Q1A
BCF 102	BFM 102	Contract Performance Management Fundamentals	Q1B
	BCF 202	Intermediate Contractor Performance Measurement	QMK
	DSMC-6	Contractor Performance Measurement Course	QMK
BCF 103	BFM 201	Systems Acquisition Funds Management	PCW
	BCF 201	Systems Acquisition Funds Management	PCW
	DSMC-9	Systems Acquisition Funds Management	PCW
BCF 204	BCE 204	Intermediate Cost Analysis	Q2B
BCF 206	BCE 206	Cost Risk Analysis	Q2C
BCF 207	BCE 207	Economic Analysis	Q2D
BCF 208	BCE 208	Software Cost Estimating	Q2E
BCF 209	BFM 209	Selected Acquisition Report	Q2F
BCF 211B	BCF 211	Acquisition Business Management	PGD
BCF 802	BFM 210	Selected Acquisition Report Review	Q2J
CON 101	CON 102	Operational Level Contracting Fundamentals	PEC
	CON 103	Facilities Contracting Fundamentals	HEI
	8D-4320	Management of Defense Acquisition Contracts (Basic)	BDQ
	CTC-142	Construction Contracting Fundamentals	HEI
	G30BR6532-010	Central Systems Level Contracting	PD6
	G30BR6531-003	Central Procurement Officer	PD6
	G30BR6531-004	Contract Management Officer	PD6
	G30BR6531-005	Systems/R&D Procurement Officer	PD6
	G30BR6531-006	R&D Procurement Officer	PD6
	G30BR6531-007	Contract Management, Systems R&D Officer	PD6
	G30BR6531-002	Base Procurement Officer	PD6
	G30BR6531-002	Base Level Contracting	PD6

Course Number		Predecessor Course Title	Personnel Data System (PDS) Code
Current DAU	Predecessor		
CON 104B	CON 104	Principles of Contract Pricing	BDR
	CON 105	Operational Level Contract Pricing	QNU
	CON 106	Facilities Contract Pricing	BDU
	QMT-170	Principles of Contract Pricing	BDR
	PN	Defense Cost and Price Analysis/Negotiation	BDU
	G30ZR6534-009	Base Level Pricing	QNU
CON 202	CON 211	Intermediate Contracting	BDN
	CON 221	Intermediate Contract Administration	BDO
	CON 222	Organizational Level Contract Administration	PDQ
	CON 223	Intermediate Facilities Contracting	BE4
	8D-F12	Management of Defense Acquisition Contracts (Advanced)	BDN
	PPM-304	Contract Administration (Advanced)	BDO
	G3ZAR65170-002	Base Contract Administration	PDQ
	CTC-542	Advanced Contract Management (Construction)	BE4
CON 204	CON 231	Intermediate Contract Pricing	BU6
	QMT-345	Quantitative Techniques for Cost and Price Analysis	BCC
	QMT-340	Intermediate Pricing	BCC
CON 210	CON 201	Government Contract Law	BDP
	CON 201(C)	Government Contract Law (Construction)	BDP
	PPM-302	Government Contract Law	BDP
	CTC-302	Government Contract Law Construction	BDP
	G30ZR6534-007	Base Contract Law	PDT
	166	AFIT Contract Law	PDW
	660	USAF ECI Correspondence Course	
CON 232	PPM-355	Contract Overhead Management	BKA
CON 236	CON 212	Contractual Aspects of Value Engineering	PAR
CON 250	CON 233	Cost Accounting Standards Workshop	QMF
CON 251	CON 233	Cost Accounting Standards Workshop	QMF
CON 353	CON 333	Management for Contracting Supervisors	BU7
	CON 311	Executive Pre-award Contracting	BCL
	CON 321	Executive Contract Administration	BCM
	ALMC-B5	Management of Defense Acquisition Contracts (Executive)	BCL
	PPM-057	Contract Administration (Executive)	BCM
IND 100	IND 101 and	Contract Property Administration Fundamentals	PDM
	IND 102	Contract Property Disposition	PDO
IND 103	PPM-251	Defense Contract Property System Analysis	BRL
IND 200	IND 201 and	Intermediate Contract Property Administration	PDN
	IND 202	Contract Property Management Seminar	BRM

Course Predecessors (Continued)

Course Number		Predecessor Course Title	Personnel Data System (PDS) Code
Current DAU	**Predecessor**		
IRM 303	IRM 301	Information Technology Procurement Strategies	Q07
	IRM 302	Information Technology Advanced Management Program	BA0
LOG 201B	LOG 201	Intermediate Acquisition Logistics	JR3
	DSMC-24	Management of Acquisition Logistics	BCU
LOG 235B	LOG 203 and	Reliability and Maintainability	AKA
	LOG 204 or	Configuration Management	QMB
	LOG 205	Provisioning	QM7
PMT 352B	PMT 352	Program Management Office	BZG
	PMT 302	Advanced Program Management Course	BU1
	PMT 301	Program Management Course	BBW
	DSMC-3	Program Management Course	BBW
PMT 401	PMT 302	Advanced Program Management Course	BU1
	PMT 301	Program Management Course	BBW
	DSMC-3	Program Management Course	BBW
PMT 402	PMT 303B	Executive Program Manager's Course	AH2
	PMT 303 Ph1	Executive Program Manager's Course	AH2
	PMT 301	Program Management Course	BBW
	DSMC-3	Program Management Course	BBW
PMT 403	PMT 305	Program Manager's Skills (ACAT III Programs)	BU8
PQM 101	PRD 101	Production Management Fundamentals	JQX
	QUA 101	Quality Assurance Fundamentals	BCS
PQM 103	SPE 101	Defense Specification Management Course	BAP
PQM 104	SPE 102	Specifications in the Defense Acquisition Process	PAH
PQM 201B	PQM 201	Intermediate Production, Quality and Management	BU3
	PRD 201	Intermediate Production Management	JQY
	DSMC-13	Defense Manufacturing Management Course	BD2
PQM 301	PRD 301	Defense Acquisition Engineering, Manufacturing, and Quality Assurance	BRK
	DSMC-38	Defense Acquisition Engineering, Manufacturing, and Quality Assurance	BRK
SYS 201B	SYS 201	Intermediate Systems Planning, Research, Development and Engineering	BE2
	DSMC-28	Systems Engineering Management Course	BE2
	4A-F7	Systems Engineering	HGD
TST 202	TST 201	Test and Evaluation Management	BE3
	DSMC-11	T&E Management Course	BE3